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## **Governmental Direction and Support**



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# Council of the District of Columbia

www.dccouncil.us

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$12,804,371	\$12,160,523	-5.0

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The Council of the District of Columbia is the elected legislative branch of the District of Columbia. Its mission is to enact laws, approve the annual operating and capital budgets, and establish and oversee the programs and operations of District agencies.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Monitor agency cost saving initiatives.
- Oversee government operations and service delivery.
- Upgrade records management and archives system.

<b>Did you know...</b>	
<b>Number of Hearings Period 14 2001 - 2002 January 2, 2001 - November 20, 2002</b>	
Public	202
Oversight	55
Investigative	3
Performance Oversight	62
Budget Review	53

## Where the Money Comes From

Table AB0-1 shows the sources of funding for the Council of the District of Columbia.

Table AB0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	12,271	12,525	12,804	12,161	-644	-5.0
Special Purpose Revenue Fund	1,868	80	0	0	0	0.0
<b>Total for General Fund</b>	<b>14,139</b>	<b>12,604</b>	<b>12,804</b>	<b>12,161</b>	<b>-644</b>	<b>-5.0</b>
Intra-District Fund	1	548	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>1</b>	<b>548</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>14,140</b>	<b>13,152</b>	<b>12,804</b>	<b>12,161</b>	<b>-644</b>	<b>-5.0</b>

## How the Money is Allocated

Tables AB0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AB0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	7,319	7,846	9,478	8,622	-857	-9.0
12 Regular Pay - Other	370	338	202	644	442	218.5
13 Additional Gross Pay	553	265	144	144	0	0.0
14 Fringe Benefits - Curr Personnel	1,321	1,379	1,525	1,400	-125	-8.2
15 Overtime Pay	0	2	6	6	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>9,564</b>	<b>9,829</b>	<b>11,356</b>	<b>10,816</b>	<b>-540</b>	<b>-4.8</b>
20 Supplies and Materials	151	146	131	131	0	0.0
30 Energy, Comm. And Bldg Rentals	151	143	4	3	-2	-37.2
31 Telephone, Telegraph, Telegram, Etc	135	186	170	170	0	0.0
32 Rentals - Land And Structures	83	130	3	3	0	0.0
33 Janitorial Services	80	68	2	2	0	-11.1
34 Security Services	108	115	3	2	-1	-37.6
40 Other Services And Charges	1,329	891	927	826	-101	-10.9
41 Contractual Services - Other	1,868	628	0	0	0	0.0
70 Equipment & Equipment Rental	672	1,016	209	209	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>4,576</b>	<b>3,323</b>	<b>1,449</b>	<b>1,345</b>	<b>-104</b>	<b>-7.2</b>
<b>Total Proposed Operating Budget</b>	<b>14,140</b>	<b>13,152</b>	<b>12,804</b>	<b>12,161</b>	<b>-644</b>	<b>-5.0</b>

Table AB0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	140	148	163	163	0	0.0
<b>Total for General Fund</b>	<b>140</b>	<b>148</b>	<b>163</b>	<b>163</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>140</b>	<b>148</b>	<b>163</b>	<b>163</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$12,160,523 representing a decrease of 5.0 percent from the FY 2003 approved budget of \$12,804,371. There are 163 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$12,160,523, representing a decrease of \$643,848 from the FY 2003 approved budget of \$12,804,371. There are 163 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A reduction of \$540,000 in personal services that include \$515,000 to reflect savings attributable to agencies' hiring freeze and \$25,000 to align Schedule A with requirements for salaries.
- A net reduction of \$103,848 in nonpersonal services primarily in other services and charges based on projected requirements for FY 2004.

**Programs**

The Council of the District of Columbia was established in 1973 by Public Law 93-198, the District of Columbia Home Rule Act, to enact laws, approve the annual operating budget, and establish and oversee the programs and operations of government agencies.

The Council is composed of 13 members - a representative from each of the eight wards and five members, including the chairman, elected at-large. The Council conducts its work through standing committees, each usually composed of

five members. Standing committees consider proposed legislation, analyze its fiscal impact, hold public hearings, and vote on legislative measures for action by the Council.

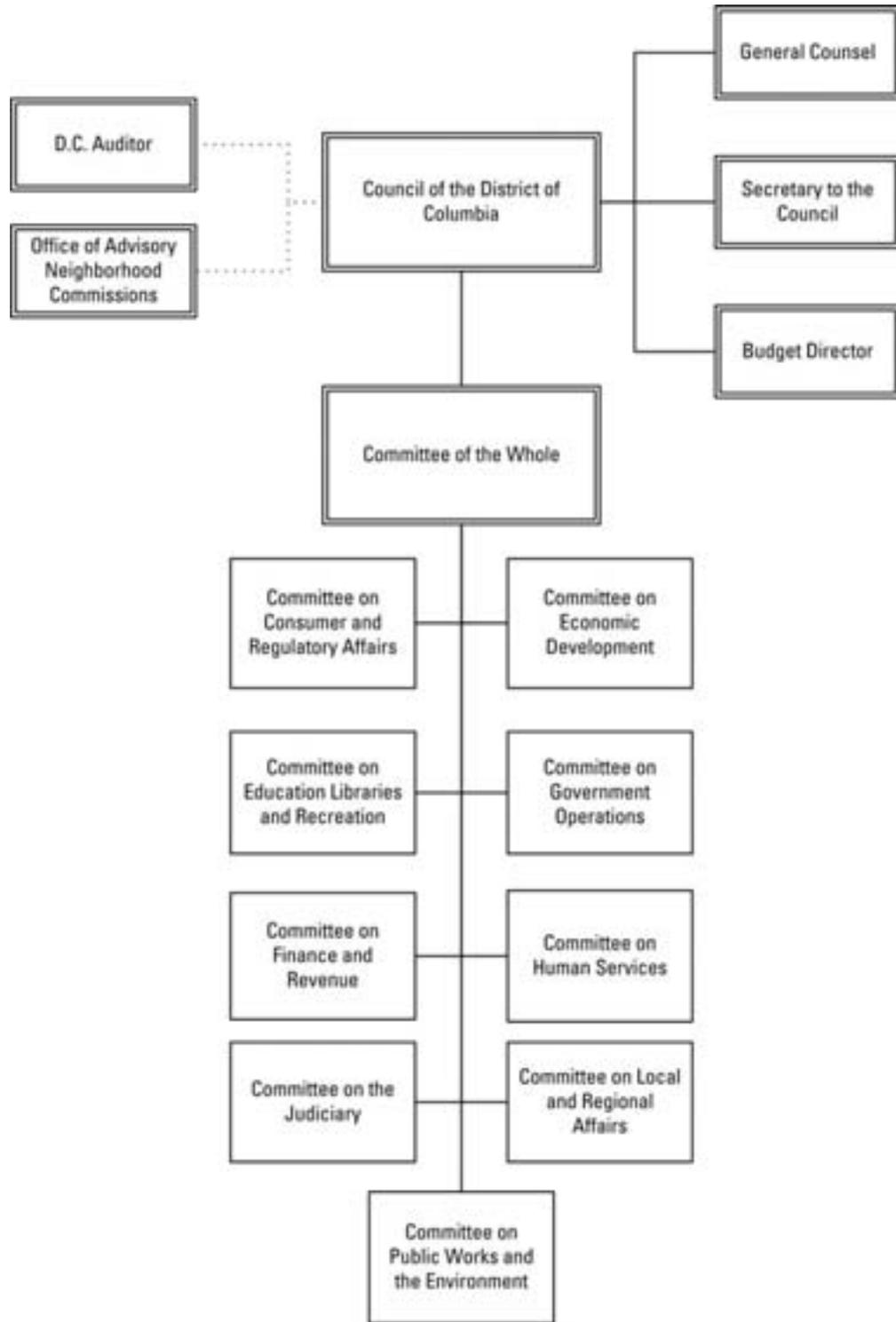
To assist in its oversight, the Council appoints the D.C. Auditor who conducts statutorily required audits of government accounts and operation, and other audits as directed by the Council. The Council also appoints the Executive Director of the Office of Advisory Neighborhood Commissions to provide technical, administrative and financial reporting assistance to the commissions.

The Council, through its standing committees, holds regular hearings on the performance of government agencies. The Council recommends action to improve service delivery and efficiencies. In addition, the Council carries out its ongoing responsibilities to enact laws, analyze and approve the proposed annual operating budget, and monitor agency spending.

To promote accountability and citizen participation, the Council seeks public comment on proposed legislation, policy initiatives, and agency operations. The Council also responds to inquiries from Congress, state legislatures, regional and other organizations that have an interest in the activities of the Council.

Figure AB0-1

**Council of the District of Columbia**



# Agency Goals and Performance Measures

**Goal 1: 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.**

*Strategic Priority Areas:* Enhancing Unity of Purpose and Democracy; Making Government Work

*Manager:* Phyllis Jones, Secretary to the Council

*Supervisor:* Linda W. Cropp, Chairman, Council of the District of Columbia

**Measure 1.1: Number of public hearings conducted**

	1997-'98	1999-'00	2001-'02	2003-'04	2005-'06
Target	N/A	N/A	N/A	N/A	N/A
Actual	142	279	202	-	-

**Measure 1.2: Number of oversight hearings conducted**

	1997-'98	1999-'00	2001-'02	2003-'04	2005-'06
Target	N/A	N/A	N/A	N/A	N/A
Actual	142	279	55	-	-

**Measure 1.3: Number of investigative hearings conducted**

	1997-'98	1999-'00	2001-'02	2003-'04	2005-'06
Target	N/A	N/A	N/A	N/A	N/A
Actual	142	279	3	-	-

**Measure 1.4: Number of performance oversight hearings conducted**

	1997-'98	1999-'00	2001-'02	2003-'04	2005-'06
Target	N/A	N/A	N/A	N/A	N/A
Actual	142	279	62	-	-

**Measure 1.5: Number of budget review hearings conducted**

	1997-'98	1999-'00	2001-'02	2003-'04	2005-'06
Target	N/A	N/A	N/A	N/A	N/A
Actual	142	279	53	-	-

Note All performance measures are presented by Council periods, which begin on January 1 of odd-numbered years and are two years in length.



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# Office of the D.C. Auditor

www.dcauditor.org

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$1,595,521	\$1,540,890	-3.4

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The mission of the Office of the District of Columbia Auditor (ODCA) is to assist the Council of the District of Columbia in performing its oversight responsibilities; annually audit the accounts, operations and programs of the District government; and certify revenue estimates in support of municipal bond issuances.

ODCA is also required by the Advisory Neighborhood Commissions Act of 1975, as amended, to provide financial oversight and conduct audits of the financial activities of the District government's 37 Advisory Neighborhood Commissions (ANCs), and to manage and administer the ANC Security Fund. ODCA is also required by various laws to conduct 14 additional audits.

In FY 2004, ODCA will continue its efforts to help government work more efficiently, effectively and economically. The agency plans to fulfill its mission by achieving the following strategic result goals:

- Identify potential cost savings or cost avoidance, questioned costs, unsupported costs, disallowed costs, fiduciary mismanagement, and increased revenues for the District that can be realized by improving the operational and financial management of the District government;
- Complete approximately 24 performance, financial, compliance, and statutory audits;
- Continue implementing the Performance Accountability Plan Monitoring and Evaluation Program under which audits are conducted of agencies' performance measures reported pursuant to the Government Managers Accountability Act;
- Continue implementation of the D.C. Auditor's Recommendation Compliance Monitoring System;
- Formalize an internship program with the University of the District of Columbia School of Business.

### Did you know...

The Office of the District of Columbia Auditor was created by the Home Rule Act as the audit and investigative arm of the Council of the District of Columbia.

## Where the Money Comes From

Table AC0-1 shows the sources of funding for the Office of the D.C. Auditor.

Table AC0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	1,274	1,283	1,596	1,541	-55	-3.4
<b>Total for General Fund</b>	<b>1,274</b>	<b>1,283</b>	<b>1,596</b>	<b>1,541</b>	<b>-55</b>	<b>-3.4</b>
<b>Gross Funds</b>	<b>1,274</b>	<b>1,283</b>	<b>1,596</b>	<b>1,541</b>	<b>-55</b>	<b>-3.4</b>

## How the Money is Allocated

Tables AC0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AC0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont FullTime	703	823	1,124	1,070	-54	-4.8
12 Regular Pay - Other	106	37	0	0	0	0.0
13 Additional Gross Pay	36	23	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	117	128	175	172	-2	-1.3
<b>Subtotal Personal Services (PS)</b>	<b>961</b>	<b>1,011</b>	<b>1,299</b>	<b>1,243</b>	<b>-56</b>	<b>-4.3</b>
20 Supplies and Materials	10	10	10	10	0	0.0
31 Telephone, Telegraph, Telegram, Etc	8	9	10	9	-1	-6.7
32 Rentals - Land and Structures	147	144	167	164	-4	-2.3
34 Security Services	0	0	3	3	0	4.4
40 Other Services and Charges	52	42	48	48	0	0.0
41 Contractual Services - Other	29	46	23	28	6	24.4
50 Subsidies and Transfers	0	3	0	0	0	0.0
70 Equipment & Equipment Rental	66	18	36	37	1	1.5
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>312</b>	<b>271</b>	<b>297</b>	<b>298</b>	<b>2</b>	<b>0.6</b>
<b>Total Proposed Operating Budget</b>	<b>1,274</b>	<b>1,283</b>	<b>1,596</b>	<b>1,541</b>	<b>-55</b>	<b>-3.4</b>

Table AC0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	11	13	17	17	0	0.0
<b>Total for General Fund</b>	<b>11</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>11</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$1,540,890, representing a decrease of 3.4 percent from the FY 2003 approved budget of \$1,595,521. There are 17 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

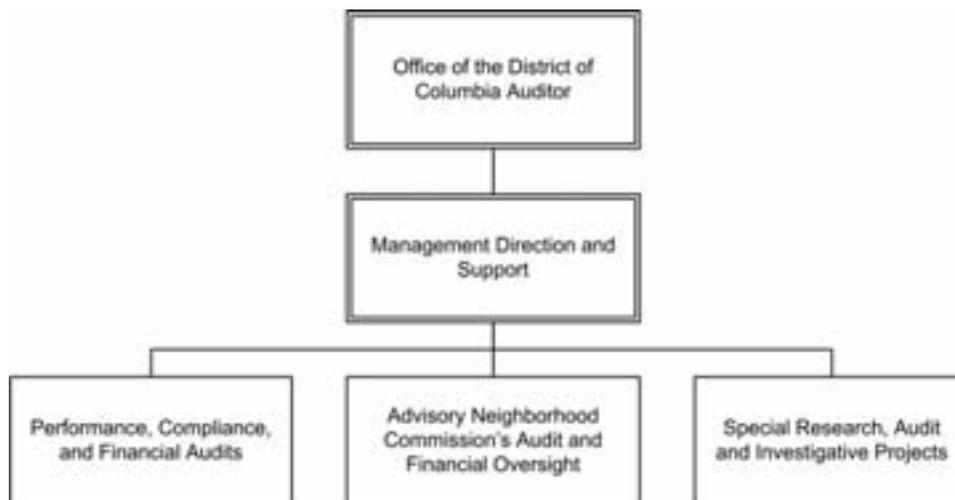
**Local Funds.** The proposed budget is \$1,540,890, a decrease of \$54,631 from the FY 2003 approved budget of \$1,595,521. There are 17 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$56,335 in personal services that include a decrease of \$56,000 to reflect savings attributable to agencies' hiring freezes and a net decrease of \$335 based on the Schedule A requirements for salaries and fringe benefits.
- A net increase of \$1,704 in nonpersonal services that includes the restoration of \$23,881 to nonpersonal services from personal services for equipment, fixed costs, and other services and charges based on anticipated costs for FY 2004 and a net reduction of \$22,177 in other nonpersonal services based on anticipated costs for FY 2004.

Figure AC0-1

**Office of the District of Columbia Auditor**



## Programs

ODCA was established by the District of Columbia Home Rule Act (P.L. 93-198, Section 455, D.C. Code 1-204.55). It is charged with conducting thorough audits of the accounts and operations of the District government. The ODCA also assists the Council of the District of Columbia in performing its legislative oversight responsibilities.

ODCA operates the following three programs:

- **Performance, Compliance, and Financial Audits Program** conducts audits of the accounts, operations and programs of the District government on a rotating basis, and certifies revenue estimates in support of municipal bond issuances.
- **Advisory Neighborhood Commission's Audit and Financial Oversight Program** provides oversight and conducts audits of the financial activities of the District government's 37 Advisory Neighborhood Commissions (ANCs). The Auditor also carries out financial management and administrative tasks related to the ANC Security Fund, as required by the Advisory Neighborhood Commissions Act of 1975, as amended.
- **Special Research, Audit and Investigative Projects Program** performs budget analyses, financial analyses, revenue certification analyses, revenue estimate analyses, and research of specific programs, funds, organizational entities and issues upon request, or at the Auditor's discretion. The work performed through these programs result in reports of relevant findings and recommendations that are submitted to the Council, Mayor and Congress.

## Agency Goals and Performance Measures

### Goal 1: Promote economy, accountability, and efficiency within the DC government.

*Citywide Strategic Priority Area(s):* Enhancing

Unity of Purpose and Democracy

*Manager(s):* Thomas Brown, Deputy DC

Auditor

*Supervisor(s):* Deborah K. Nichols, DC Auditor

#### Measure 1.1: Amount of potential savings or increased revenue identified by ODCA (millions of dollars)

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	10	10	10	10	10
Actual	41.2	128	-	-	-

Note: The Office of the District of Columbia Auditor notes that this performance measure captures: "Amount of potential cost savings or cost avoidance, questioned costs, unsupported costs, disallowed costs, fiduciary mismanagement and increased revenues for the District that can be realized by improving the operation and management of District government agencies and through potential alternative or enhanced revenue generating."

#### Measure 1.2: Number of mandatory statutory audits conducted

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	9	9	9	9	9
Actual	10	15	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	15	15	15	15	15
Actual	17	9	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	37	37	37	37	37
Actual	37	36	-	-	-

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# Advisory Neighborhood Commissions

www.anc.dc.gov

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$893,515	\$879,515	-1.6

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

The Advisory Neighborhood Commissions (ANCs) are independent bodies comprised of residents elected from the District's neighborhoods. They advise District government officials on public policy issues affecting their neighborhoods.

ANCs provide a forum for citizens to make their voices heard on issues pertaining to their neighborhoods. The overarching strategic issue for the ANCs is to bring local issues to the forefront of the agendas of the Mayor, the Council, and other District government entities.

## Gross Funds

The proposed budget is \$879,515, representing a 1.6 percent decrease from the FY 2003 budget of \$893,515. There are 1.5 total FTEs for the agency, representing no change from FY 2003. The funding source for ANCs is Local.

The change from the FY 2003 approved budget is:

- A net reduction of \$13,226 in personal services that includes a decrease of \$14,000 to reflect savings attributable to agency's hiring freeze offset by an increase of \$774 to align salaries with the Schedule A.
- A net reduction of \$774 in nonpersonal services that was redirected to personal services to offset Schedule A requirements for salaries.

Did you know...	
Number of ANCs	37
Single Member Districts	286
Largest ANC	12 SMDs
Smallest ANC	2 SMDs
ANC office telephone	(202) 727-9945

## Where the Money Comes From

Table DX0-1 shows the sources of funding for the Advisory Neighborhood Commissions.

Table DX0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	593	521	894	880	-14	-1.6
<b>Total for General Fund</b>	<b>593</b>	<b>521</b>	<b>894</b>	<b>880</b>	<b>-14</b>	<b>-1.6</b>
<b>Gross Funds</b>	<b>593</b>	<b>521</b>	<b>894</b>	<b>880</b>	<b>-14</b>	<b>-1.6</b>

## How the Money is Allocated

Tables DX0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table DX0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	10	57	56	58	2	3.1
12 Regular Pay - Other	0	0	20	7	-13	-64.3
13 Additional Gross Pay	1	0	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	2	7	13	10	-2	-16.8
<b>Subtotal Personal Services (PS)</b>	<b>12</b>	<b>64</b>	<b>89</b>	<b>75</b>	<b>-13</b>	<b>-14.9</b>
20 Supplies and Materials	0	1	4	4	0	0.0
30 Energy, Comm. and Bldg Rentals	0	0	0	0	0	0.0
31 Telephone, Telegraph, Telegram, Etc	0	0	2	2	0	0.0
40 Other Services and Charges	0	1	8	17	9	115.3
41 Contractual Services - Other	0	0	15	5	-10	-66.7
50 Subsidies and Transfers	579	453	773	773	0	0.0
70 Equipment & Equipment Rental	1	2	3	3	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>581</b>	<b>457</b>	<b>805</b>	<b>804</b>	<b>-1</b>	<b>-0.1</b>
<b>Total Proposed Operating Budget</b>	<b>593</b>	<b>521</b>	<b>894</b>	<b>880</b>	<b>-14</b>	<b>-1.6</b>

Table DX0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	0	1	2	2	0	0.0
<b>Total for General Fund</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0</b>

**Programs**

There are 37 Advisory Neighborhood Commissions in the District, each divided into sub-areas called Single Member Districts (SMDs), which have approximately 2,000 residents. In all, there are 286 SMDs.

ANC commissioners support community activities, attend hearings and comment on a variety of issues, such as applications for zoning permits and alcoholic beverage licenses. They also testify before the Council, boards and commissions.

The Comprehensive Advisory Neighborhood Commissions Reform Amendment Act of 2000 established the Office of Advisory Neighborhood Commission (OANC) to provide technical, administrative, and financial reporting assistance. The OANC supports the Commissions and is not empowered to direct or supervise the actions of the Commissions. OANC is staffed with 1.5 FTEs, an executive director appointed by the Council and a part-time position.



# Office of the Mayor

<http://dc.gov/mayor/index.shtm>

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$7,633,225	\$8,410,444	10.2*

The mission of the Office of the Mayor is to serve the needs of the public by restoring one government, good government, and self-government to the District of Columbia.

The agency plans to fulfill its mission by achieving the following strategic result goals:

District goals through the Commission on National and Community Service.

- In FY 2004, set and achieve government goals through citizen engagement by:
  - Engaging over 3,000 residents in Citizen Summit III to obtain input and feedback on plans for service improvement and neighborhood advancement.
  - Providing two semi-annual reports to each neighborhood cluster on the achievement of specific goals in the Strategic Neighborhood Action Plans, which cover all neighborhoods in the city.
  - Providing technical assistance and training to 1,250 local non-profits to increase capacity for obtaining grants.
  - Engaging 5,500 volunteers in achieving
- In FY 2004, develop a fair relationship with the federal government by:
  - Obtaining passage of the Federal Fair Compensation Act, which will compensate the District for services provided to the federal government and other related costs.
  - Obtaining passage of the Fiscal Integrity Act, which will allow the District to spend its local funds without Congressional approval.
  - Providing education on the No Taxation Without Representation Act, which will provide citizens in the District with elected representation in Congress.
- In FY 2004, ensure all communities have full access to information by:
  - Conducting eight town hall meetings in wards across the city on issues of major concern to residents.

Did you know...	
Date sworn in	Jan. 2, 1999
Mayor's office	(202) 727-6263
Mayor's email	mayor@dc.gov

\*The budget growth is due to an increase in Federal grant funds for the Commission on National and Community Service. The local budget actually declined by 3.7 percent.

## Where the Money Comes From

Table AA0-1 shows the sources of funding for the Office of the Mayor.

Table AA0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	6,183	7,104	6,279	6,046	-232	-3.7
<b>Total for General Fund</b>	<b>6,183</b>	<b>7,104</b>	<b>6,279</b>	<b>6,046</b>	<b>-232</b>	<b>-3.7</b>
Federal Payments	0	311	0	0	0	0.0
Federal Grant	181	861	849	1,858	1,010	118.9
<b>Total for Federal Resources</b>	<b>181</b>	<b>1,172</b>	<b>849</b>	<b>1,858</b>	<b>1,010</b>	<b>118.9</b>
Private Grant Fund	0	61	0	0	0	0.0
<b>Total for Private Funds</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
Intra-District Fund	865	903	506	506	0	0.0
<b>Total for Intra-District Funds</b>	<b>865</b>	<b>903</b>	<b>506</b>	<b>506</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>7,229</b>	<b>9,241</b>	<b>7,633</b>	<b>8,410</b>	<b>777</b>	<b>10.2</b>

- Greatly expanding the number of vital government documents available in Spanish and Asian Languages.

### Gross Funds

The proposed budget is \$8,410,444, representing an increase of 10.2 percent over the FY 2003 budget of \$7,633,225. There are 82 total FTEs for the agency, representing no change from FY 2003.

### General Fund

**Local Funds.** The proposed budget is \$6,046,256, a decrease of \$232,284, or 3.7 percent, from the FY 2003 approved budget of \$6,278,540. There are 73 FTEs funded by local sources, which represents no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$156,924 in personal services based on the Schedule A requirement for salaries and fringe benefits.
- A net reduction of \$64,515 in fixed costs based on the Office of Finance and Resource

Management projected estimates for energy, telephone, janitorial and security services.

- A net reduction of \$10,845 associated with supplies, equipment, contractual and other services based on prior year actuals and anticipated costs for FY 2004.

### Federal Funds

**Federal Grants.** The proposed budget is \$1,858,498, an increase of \$1,009,503 over the FY 2003 approved budget of \$848,995. There are four FTEs funded by Federal sources, which represents no change from FY 2003.

Changes from the FY 2003 approved budget are:

- An net increase of \$223,310 in personal services to align the Schedule A for salaries and benefits.
- An increase of \$683,328 in subsidies and transfers associated with new grants in FY 2004.
- A net increase of \$102,865 in nonpersonal services based on historical spending and anticipated requirements in FY 2004. This

## How the Money is Allocated

Tables AA0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AA0-2  
**FY 2004 Proposed Operating Budget, by Comptroller Source Group**

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont FullTime	3,920	4,411	4,301	4,165	-136	-3.2
12 Regular Pay - Other	35	196	558	779	221	39.7
13 Additional Gross Pay	92	38	37	46	10	26.6
14 Fringe Benefits - Curr Personnel	572	703	738	709	-29	-3.9
15 Overtime Pay	0	4	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>4,620</b>	<b>5,351</b>	<b>5,633</b>	<b>5,699</b>	<b>66</b>	<b>1.2</b>
20 Supplies and Materials	100	121	113	109	-3	-3.0
30 Energy, Comm. and Bldg Rentals	109	166	7	38	31	430.0
31 Telephone, Telegraph, Telegram, Etc	299	285	437	357	-80	-18.2
32 Rentals - Land and Structures	102	143	53	56	2	3.8
33 Janitorial Services	0	116	25	17	-8	-31.4
34 Security Services	0	96	36	26	-10	-27.3
40 Other Services and Charges	698	1,270	304	525	221	72.9
41 Contractual Services - Other	1,114	704	424	293	-131	-30.8
50 Subsidies and Transfers	110	873	502	1,185	683	136.3
70 Equipment & Equipment Rental	78	116	100	105	5	4.7
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>2,609</b>	<b>3,890</b>	<b>2,000</b>	<b>2,711</b>	<b>711</b>	<b>35.5</b>
<b>Total Proposed Operating Budget</b>	<b>7,229</b>	<b>9,241</b>	<b>7,633</b>	<b>8,410</b>	<b>777</b>	<b>10.2</b>

Table AA0-3  
**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	67	71	73	73	0	0.0
<b>Total for General Fund</b>	<b>67</b>	<b>71</b>	<b>73</b>	<b>73</b>	<b>0</b>	<b>0.0</b>
<b>Federal Resources</b>						
Federal Grant	0	0	4	4	0	0.0
<b>Total for Federal Resources</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.0</b>
<b>Intra-District Funds</b>						
Intra-District Fund	1	0	5	5	0	0.0
<b>Total for Intra-District Funds</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>68</b>	<b>71</b>	<b>82</b>	<b>82</b>	<b>0</b>	<b>0.0</b>

amount includes \$88,155 in other services and charges, \$11,262 for contract commitments and \$3,448 for supplies.

### Intra-District

**Intra-District Funds.** The proposed budget is \$505,690, which is no change from the FY 2003 approved budget. There are five FTEs funded by Intra-District sources, which represents no change from FY 2003. There are no significant changes associated with Intra-District funding.

### Programs

The Office of the Mayor operates the following programs:

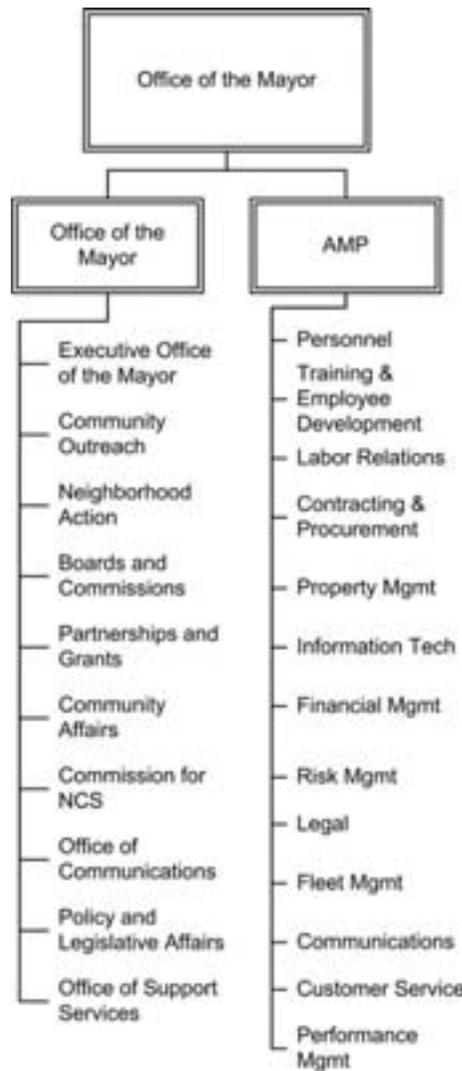
#### Office of the Mayor

	FY 2003*	FY 2004
Budget	\$7,444,213	\$8,221,432
FTEs	73	80

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

Figure AA0-1

### Office of the Mayor



The Office of the Mayor program provides staff support to the Mayor in providing leadership to the government and the community. Some key activities associated with the Office of the Mayor are:

- Policy and Legislative Affairs - supports the Mayor in developing the annual policy agenda based on citizen priorities, and a legislative agenda with the Council and Congress to achieve policy goals.
- Neighborhood Action - engages residents in developing goals and establishing partnerships to fulfill those goals.
- Community Affairs - coordinates external relations for the EOM, including community outreach, appointment of boards and commissions, and relations with special communities.
- Office of Communications - ensures effective access to information on issues of importance to the government and the community.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 1: Office of the Mayor

*Citywide Strategic Priority Area(s):* Enhancing

Unity of Purpose and Democracy

*Manager(s):* Kelvin J. Robinson, Chief of Staff

*Supervisor(s):* Anthony A. Williams, Mayor

#### Measure 1.1: Percent of neighborhood clusters receiving semi-annual updates on progress toward neighborhood goals

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

#### Measure 1.2: Percent of strategic Neighborhood Action Plan service commitments initiated on time

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

Note: These commitments were made prior to the government's \$370 million revenue decrease. Therefore, many of them may not be achievable as planned.

#### Measure 1.3: Percent of federal legislative agenda advanced through effective education and lobbying in Congress

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

#### Measure 1.4: Number of residents engaged in setting priorities as well as partnering to achieve them through citizen summits and forums

	Fiscal Year	
	2004	2005
Target	4000	4500
Actual	-	-

Note: Target numbers represent the number of citizens attending the events.

#### Measure 1.5: Number of local partners receiving grant-application technical assistance, training, and referrals to build civic capacity and sustain government investment.

	Fiscal Year	
	2004	2005
Target	1250	1300
Actual	-	-

#### Measure 1.6: Number of volunteers engaged through the Commission on National and Community Service

	Fiscal Year	
	2004	2005
Target	5500	5750
Actual	-	-

#### Measure 1.7: Percent of LSDBE contracting target achieved

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

### Agency Management

	FY 2003*	FY 2004
Budget	\$189,012	\$189,012
FTEs	2	2

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The Agency Management program primarily supports the Citywide Strategic Priority area of Making Government Work. The purpose of the Agency Management program is to provide the operational support to the agency so it has the necessary tools to achieve operational and programmatic results.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 2: Agency Management Program**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Marlene Jefferson, Director of Operations

*Supervisor(s):* Kelvin J. Robinson, Chief of Staff

**Measure 2.1: Percent of EOM's activities with long-range IT plans**

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

**Measure 2.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

**Measure 2.3: Percent reduction of employee lost work-day injury cases agency-wide as compared to FY 2003 baseline data**

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

Note: Baseline data will be compiled during the fiscal year.

**Measure 2.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 2.5: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

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# Office of the Secretary

www.os.dc.gov

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$2,418,345	\$2,768,504	14.5

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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 law.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Develop an automation plan for the District Archives and Record Center.
- Enhance the image of the Mayor and Executive Office of the Mayor in the international community.
- Increase the use of technology and improve delivery of ceremonial documents.
- Enhance service delivery through the use of technology.

### Did you know...

Telephone (202) 727-6306

All notaries public in the District of Columbia are commissioned through the Office of the Secretary.

153,000 cubic feet of records from District government agencies are archived.

## Where the Money Comes From

Table BA0-1 shows the sources of funding for the Office of the Secretary.

Table BA0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	1,748	2,209	2,325	2,402	77	3.3
Special Purpose Revenue Fund	574	90	93	366	273	293.4
<b>Total for General Fund</b>	<b>2,322</b>	<b>2,300</b>	<b>2,418</b>	<b>2,769</b>	<b>350</b>	<b>14.5</b>
Intra-District Fund	30	0	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>2,352</b>	<b>2,300</b>	<b>2,418</b>	<b>2,769</b>	<b>350</b>	<b>14.5</b>

## How the Money is Allocated

Tables BA0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table BA0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	1,257	1,314	1,397	1,369	-28	-2.0
12 Regular Pay - Other	80	26	81	86	5	6.0
13 Additional Gross Pay	25	36	10	40	30	300.0
14 Fringe Benefits - Curr Personnel	181	214	231	221	-10	-4.4
<b>Subtotal Personal Services (PS)</b>	<b>1,542</b>	<b>1,590</b>	<b>1,719</b>	<b>1,716</b>	<b>-3</b>	<b>-0.2</b>
20 Supplies and Materials	25	58	30	65	35	114.9
30 Energy, Comm. And Bldg Rentals	58	-1	73	22	-51	-70.3
31 Telephone, Telegraph, Telegram, Etc	35	28	28	31	3	10.4
32 Rentals - Land And Structures	0	31	131	125	-6	-4.4
33 Janitorial Services	0	37	48	8	-40	-83.8
34 Security Services	0	18	17	11	-6	-35.3
40 Other Services And Charges	471	323	187	451	264	140.9
41 Contractual Services - Other	193	195	166	315	149	89.9
70 Equipment & Equipment Rental	28	20	19	25	6	32.8
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>810</b>	<b>709</b>	<b>699</b>	<b>1,053</b>	<b>353</b>	<b>50.6</b>
<b>Total Proposed Operating Budget</b>	<b>2,352</b>	<b>2,300</b>	<b>2,418</b>	<b>2,769</b>	<b>350</b>	<b>14.5</b>

Table BA0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	23	26	25	25	0	0.0
Special Purpose Revenue Fund	0	1	2	2	0	0.0
<b>Total for General Fund</b>	<b>23</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>23</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$2,768,504 representing an increase of 14.5 percent over the FY 2003 budget of \$2,418,345. There are 27 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$2,402,295, an increase of \$77,035 over the FY 2003 approved budget of \$2,325,260. There are 25 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A net decrease of \$6,959 in personal services, which includes a decrease of \$24,959 to align Schedule A with actual costs for salaries and fringe benefits, and an enhancement of \$18,000 for regular pay.
- A net increase of \$95,794 in nonpersonal services that represents a \$100,000 enhancement for the D.C. Emancipation Day Parade offset by reductions of \$4,206 in fixed costs and other services and charges.
- A decrease of \$2,000 to reflect savings attributable to agencies' hiring freezes.
- A decrease of \$9,800 to reflect savings from reduction in contract costs.

**Special Purpose Revenue Funds.** The proposed budget is \$366,209, an increase of \$273,124 over the FY 2003 approved budget of \$93,085. There are two FTEs funded by Special Purpose sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- An increase of \$267,500 in other services and charges to fund the printing of the DC Municipal Register in FY 2004.
- An increase of \$5,624 to fully fund personal services based on the Schedule A requirements for salaries and fringe benefits.

**Programs**

The Secretary oversees the following programs to ensure the efficient delivery of services to the residents of the District of Columbia and the District and Federal government agencies.

**Ceremonial Services**

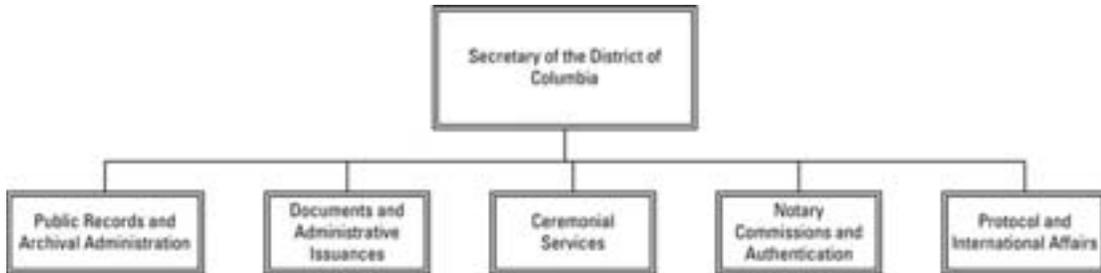
The Ceremonial Services Unit prepares all official ceremonial documents issued by the Mayor. These documents include proclamations, keys to the city, certificates of merit and appreciation, and a number of others, as requested by the public and various governmental entities.

**Notary Commissions and Authentication**

The Notary Section authenticates documents for domestic and foreign use. The office also processes all notary public commissions in and for the District of Columbia. Also, it conducts examinations for new applicants, administers the oath of office to newly commissioned notaries, authenticates signatures and seals of notaries commissioned in the District, and authenticates signatures of District government officials on various documents presented by the general public to the Notary Section.

Figure BA0-1

**Office of the Secretary**



**Public Records and Archival Administration**

The Office of Public Records collects, stores, and services records and publications of District government. Additionally, the office makes these permanent records available to the public and requesting agencies.

**Documents and Administrative Issuances**

The Office of Documents and Administrative Issuances ensures the availability of all municipal rules, regulations, and laws. The office prepares the District of Columbia Statutes-at-Large, District of Columbia Register, and the District of Columbia municipal regulations. The office also reviews, prepares, edits, issues, and ensures the administrative, informational, and legal sufficiency of Mayor's orders and memoranda.

**Protocol and International Affairs**

This program advises and ensures the implementation of proper etiquette and procedures when the Mayor is the official host to foreign and other dignitaries. Responsibilities include coordinating all national and international ceremonial and protocol events and activities for the Mayor.

**Agency Goals and Performance Measures**

**Goal 1: Enhance the image of the Mayor and Office of the Mayor in the international community.**

*Citywide Strategic Priority Area(s):* Enhancing Unity of Purpose and Democracy

*Manager(s):* Carlton M. Terry, Special Assistant for Protocol and International Affairs

*Supervisor(s):* Sherryl Hobbs Newman, Secretary of the District of Columbia

**Measure 1.1: Number of courtesy visits with dignitaries and foreign heads of state**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	40	50	55	60	65
Actual	38	50	-	-	-

**Measure 1.2: Number of Sister Cities programs**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	3	3	3	4	5
Actual	3	3	-	-	-

**Measure 1.3: Number of protocol agreements**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	3	4	5	6	6
Actual	2	4	-	-	-

**Measure 1.4: Number of events hosted**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	2	3	4	4	5
Actual	2	3	-	-	-

**Goal 2: Increase use of technology and improve delivery of ceremonial documents.**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Betty Akers, Chief, Ceremonial Services

*Supervisor(s):* Sherryl Hobbs Newman, Secretary of the District of Columbia

**Measure 2.1: Number of ceremonial documents issued**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	1,200	1,200	1,300	1,400	1,500
Actual	1,557	1,704	-	-	-

**Measure 2.2: Percentage of requests for ceremonial documents completed within standard three-week turnaround (takes into account the fact that several jobs are requested with a rush turnaround)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	90	92	95	98
Actual	90	98	-	-	-

**Goal 3: Enhance service delivery through the use of technology.**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Arnold Finlayson, Administrator, Office of Documents and Administrative Issuances (Measures 3.1-3.3); Clarence Davis, Administrator/DC Historian, Office of Public Records Management, Archival Administration, and Library of Governmental Information (3.8-3.13); Rosslyn Brown, Chief, Notary Commissions and Authentications Section (3.4-3.7)

*Supervisor(s):* Sherryl Hobbs Newman, Secretary of the District of Columbia

**Measure 3.1: Subscriptions to District of Columbia Register**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	400	450	500	500	550
Actual	561	551	-	-	-

**Measure 3.2: Number of District of Columbia Municipal Regulations**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	3,500	3,700	3,800	3,800	3,900
Actual	3,792	3,856	-	-	-

**Measure 3.3: Revenue generated from sales of District of Columbia Municipal Regulations (in thousands of dollars)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	110	115	120	125
Actual	141	125	-	-	-

**Measure 3.4: Number of authentications and commissions (in thousands)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	27	28	29	30	31
Actual	28	28	-	-	-

**Measure 3.5: Number of notary applications processed**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	1,200	1,250	1,300	1,300	1,325
Actual	1,600	1,670	-	-	-

**Measure 3.6: Number of oral examination participants (will change to written by FY 2003)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	700	725	750	800	825
Actual	802	875	-	-	-

**Measure 3.7: Increase revenue collected from authentications and commissions (in thousands of dollars)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	270	280	290	300	310
Actual	296	306	-	-	-

**Measure 3.8: Number of records inspected, surveyed, picked-up, accessioned, transferred, destroyed, refilled, and interfiled by series**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	330	328	329	330	331
Actual	396	1,280	-	-	-

**Measure 3.9: Number of offices served by the Office of Public Records**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	220	230	240	250	260
Actual	266	425	-	-	-

**Measure 3.10: Number of cubic feet of records managed by the Office of Public Records (in thousands)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	22	23	24	25	26
Actual	26	46	-	-	-

**Measure 3.11: Number of workshops conducted by Office of Public Records**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	8	10	11	12	13
Actual	12	10	-	-	-

**Measure 3.12: Number of records (cubic feet) preserved through archival management projects**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	1,000	1,200	1,300	1,400	1,500
Actual	1,369	4,984	-	-	-

**Measure 3.13: Number of cubic feet of records managed by Archival Administration (in thousands)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	10	12	13	14	15
Actual	13	13.6	-	-	-

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# Customer Service Operations

www.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$2,237,805	\$2,406,194	7.5

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The mission of Customer Service Operations is to build a District government infrastructure in which customer satisfaction and feedback are priorities, driving operational improvements and service delivery.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Establish a variety of reliable approaches to access government agencies.
- Ensure prompt response to constituent calls, written correspondence and requests for service.
- Ensure that front-line constituent contacts are handled with the highest level of professionalism and customer service.
- Establish easily understood and widely known performance standards.

## Did you know...

Citywide Call Center telephone	(202) 727-1000
Ask the Mayor website	<a href="http://dc.gov/mayor/talk.htm">http://dc.gov/mayor/talk.htm</a>
Constituent calls to the Citywide Call Center in FY 2002	Approximately 850,000
Mayor's email address	mayor@dc.gov

## Where the Money Comes From

Table CW0-1 shows the sources of funding for the Customer Service Operation.

Table CW0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	551	1,850	2,238	2,406	168	7.5
<b>Total for General Fund</b>	<b>551</b>	<b>1,850</b>	<b>2,238</b>	<b>2,406</b>	<b>168</b>	<b>7.5</b>
Intra-District Fund	869	0	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>869</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>1,420</b>	<b>1,850</b>	<b>2,238</b>	<b>2,406</b>	<b>168</b>	<b>7.5</b>

## How the Money is Allocated

Tables CW0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CW0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	940	1,300	1,647	1,634	-13	-0.8
12 Regular Pay - Other	25	40	0	0	0	0.0
13 Additional Gross Pay	35	10	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	174	251	247	245	-2	-0.7
15 Overtime Pay	0	20	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>1,175</b>	<b>1,620</b>	<b>1,893</b>	<b>1,879</b>	<b>-14</b>	<b>-0.8</b>
20 Supplies and Materials	13	10	10	11	1	5.0
30 Energy, Comm. And Bldg Rentals	0	0	0	11	11	100.0
31 Telephone, Telegraph, Telegram, Etc	0	4	23	27	4	18.1
32 Rentals - Land And Structures	0	0	0	10	10	100.0
33 Janitorial Services	0	0	0	7	7	100.0
34 Security Services	0	0	0	9	9	100.0
40 Other Services And Charges	52	89	60	76	15	25.4
41 Contractual Services - Other	71	127	241	329	87	36.2
70 Equipment & Equipment Rental	109	0	10	49	39	390.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>245</b>	<b>230</b>	<b>344</b>	<b>527</b>	<b>183</b>	<b>53.1</b>
<b>Total Proposed Operating Budget</b>	<b>1,420</b>	<b>1,850</b>	<b>2,238</b>	<b>2,406</b>	<b>168</b>	<b>7.5</b>

Table CW0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	34	34	42	42	0	0.0
<b>Total for General Fund</b>	<b>34</b>	<b>34</b>	<b>42</b>	<b>42</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>34</b>	<b>34</b>	<b>42</b>	<b>42</b>	<b>0</b>	<b>0.0</b>

Figure CW0-1

**Customer Service Operations**



**Gross Funds**

The proposed budget is \$2,406,194, representing a change of 7.5 percent over the FY 2003 approved budget of \$2,237,805. There are 42 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds.** The proposed Local budget is \$2,406,194 an increase of \$168,389 over the FY 2003 approved budget of \$2,237,805. There are 42 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$2,490 in personal services based on projected Schedule A requirements for FY 2004.
- A net increase of \$176,955 in nonpersonal services representing enhancements of \$40,000 for replacement of computer equipment in the Citywide Call Center and

\$136,955 to fund four contract testers for the Mayor's Telephone Testers Program.

- A net increase of \$40,766 in fixed costs based on the Office of Finance and Resource Management's estimates and projected requirements for FY 2004.
- A net decrease of \$34,841 in various non-personal services expenditure categories based on projected requirements for FY 2004.
- A decrease of \$12,000 to reflect savings attributable to hiring freeze.

**Programs**

In September 2001, Mayor Williams created a District-wide Customer Service Operations agency to build a District infrastructure in which customer satisfaction and feedback drives operational improvements and service delivery. Customer Service Operations serves as the leadership umbrella for the city's customer service initiatives and for all areas of direct constituent contact, including the Citywide Call Center, the

Mayor's Correspondence Unit and the Mayor's Quality Assurance or Telephone Testers program. The Citywide Call Center is the general point of entry for constituent information and service requests. The center receives and directs calls for service. The Mayor's Correspondence Unit serves the same function for letters and email. The unit directs letters and email to appropriate agencies for response. The Telephone Testers program, part of District-wide Customer Service, provides quality assurance monitoring on how responsive and constituent friendly services are provided.

## Agency Goals and Performance Measure

### Goal 1: Establish reliable entry points to government agencies.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Yvonne McManus, Special Assistant, Customer Service Operations

*Supervisor(s):* Kelly Valentine, Director

#### Measure 1.1: Percentage of callers to District's call centers who reach an operator within 2.5 minutes when operator assistance is requested

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	70	80	90	-
Actual	N/A	76	-	-	-

#### Measure 1.2: All District phones with voicemail capability meet the District voicemail standards (percent)

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	100	100	-
Actual	N/A	N/A	-	-	-

Note: The FY 2002 target was corrected from 100 percent to N/A as FY 2002 was the baseline year.

### Goal 2: Ensure that front-line constituent contacts are handled with the highest level of professionalism and customer service.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Yvonne McManus, Special Assistant; Kimberly O'Neil, Quality Assurance Manager

*Supervisor(s):* Kelly Valentine, Director

#### Measure 2.1: Percentage of employees participating in customer service training

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	70	85	100	-
Actual	N/A	70	-	-	-

#### Measure 2.2: Percentage of District's main number operators providing telephone services rated good or excellent on courtesy, knowledge, etiquette, and overall impression

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	80	85	90	-
Actual	42	74.4	-	-	-

### Goal 3: Establish easily understood and widely-known performance standards.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Kelly Brown, Program Analyst; Shani Jones, Technology Manager

*Supervisor(s):* Kelly Valentine, Director

#### Measure 3.1: Percentage of scheduled services performance data available on the DC website

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	100	100	100	-
Actual	N/A	100	-	-	-

# Office of the City Administrator

www.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$28,797,634	\$46,338,667	60.9

The mission of the Office of the City Administrator is to provide direction, guidance and support to District agencies on behalf of the Mayor so they can achieve their strategic goals.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By FY 2006, integrate nine citywide initiatives for operational support into all mayoral agency strategic business plans and operations. Agencies will attain at least 80 percent of goals for each initiative.
  - Risk management
  - Neighborhood services
  - Customer service
  - Labor relations and partnerships
  - Performance management
  - Financial management
  - Local Small Disadvantaged Business Enterprises (LSDBE)
  - Emergency preparedness
  - Legislative responsiveness
- By 2005, the District's delivery of core services will reach the 80th percentile of operational effectiveness as determined by customer satisfaction surveys and agency strategic result goals.
- By FY 2005, all agencies will have an approved plan for an effective management structure, training, employee development

and performance incentive programs that increase the capacity of the District workforce to meet evolving operational and service needs.

- By 2005, all 74 District agencies will develop performance-based budgets and justify mid-year changes to the plans based on the results that will or will not be achieved. All accountability tools will be customized to reflect performance-based plans.
- By 2006, agencies will improve collaboration internally and externally as evidenced by:
  - Initiated 250 agency initiated collaborative work plans.
  - At least five community organizations within each of the 39 neighborhood clusters participating with agencies in addressing neighborhood services.

## Did you know...

Percent of scheduled service requests met on time in FY 2002: 77%

Funds secured to support emergency preparedness in FY 2001-FY 2003: \$156 million.

## Where the Money Comes From

Table AE0-1 shows the sources of funding for the Office of the City Administrator.

Table AE0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	4,793	5,855	10,234	7,711	-2,524	-24.7
<b>Total for General Fund</b>	<b>4,793</b>	<b>5,855</b>	<b>10,234</b>	<b>7,711</b>	<b>-2,524</b>	<b>-24.7</b>
Federal Payments	0	490	0	8,000	8,000	100.0
Federal Grant	10,813	6,707	18,142	29,927	11,785	65.0
<b>Total for Federal Resources</b>	<b>10,813</b>	<b>7,197</b>	<b>18,142</b>	<b>37,927</b>	<b>19,785</b>	<b>109.1</b>
Intra-District Fund	955	1,542	421	701	280	66.6
<b>Total for Intra-District Funds</b>	<b>955</b>	<b>1,542</b>	<b>421</b>	<b>701</b>	<b>280</b>	<b>66.6</b>
<b>Gross Funds</b>	<b>16,561</b>	<b>14,594</b>	<b>28,798</b>	<b>46,339</b>	<b>17,541</b>	<b>60.9</b>

## How the Money is Allocated

Tables AE0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AE0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	3,344	4,082	5,475	6,396	921	16.8
12 Regular Pay - Other	894	484	918	837	-81	-8.8
13 Additional Gross Pay	191	66	16	0	-16	-100.0
14 Fringe Benefits - Curr Personnel	643	746	938	1,072	134	14.3
15 Overtime Pay	0	3	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>5,072</b>	<b>5,380</b>	<b>7,347</b>	<b>8,305</b>	<b>958</b>	<b>13.0</b>
20 Supplies and Materials	125	33	44	63	19	43.5
30 Energy, Comm. And Bldg Rentals	27	29	29	53	24	84.3
31 Telephone, Telegraph, Telegram, Etc	91	125	106	269	163	153.0
32 Rentals - Land And Structures	85	26	16	97	81	494.0
33 Janitorial Services	0	9	1	31	30	2,400.3
34 Security Services	0	20	2	32	31	1,833.7
40 Other Services And Charges	271	1,269	449	366	-83	-18.6
41 Contractual Services - Other	2,441	823	3,386	263	-3,123	-92.2
50 Subsidies And Transfers	8,228	6,761	17,404	36,846	19,442	111.7
70 Equipment & Equipment Rental	221	119	14	14	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>11,488</b>	<b>9,214</b>	<b>21,451</b>	<b>38,034</b>	<b>16,583</b>	<b>77.3</b>
<b>Total Proposed Operating Budget</b>	<b>16,561</b>	<b>14,594</b>	<b>28,798</b>	<b>46,339</b>	<b>17,541</b>	<b>60.9</b>

Table AE0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	66	73	98	85	-13	-13.3
<b>Total for General Fund</b>	<b>66</b>	<b>73</b>	<b>98</b>	<b>85</b>	<b>-13</b>	<b>-13.3</b>
<b>Federal Resources</b>						
Federal Grant	1	0	16	16	0	0.0
<b>Total for Federal Resources</b>	<b>1</b>	<b>0</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0.0</b>
<b>Intra-District Funds</b>						
Intra-District Fund	0	0	6	8	2	33.3
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>33.3</b>
<b>Total Proposed FTEs</b>	<b>67</b>	<b>73</b>	<b>120</b>	<b>109</b>	<b>-11</b>	<b>-9.2</b>

**Gross Funds**

The proposed budget is \$46,338,667 representing an increase of 60.9 percent from the FY 2003 approved budget of \$28,797,634. There are 109 total FTEs for the agency, a decrease of 11, or 9.2 percent, from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$7,710,662, a decrease of \$2,523,612 from the FY 2003 approved budget of \$10,234,273. There are 85 FTEs funded by local sources, a decrease of 13 FTEs from FY 2003. The decrease in funding and FTEs is primarily attributed to the transfer of risk management functions from OCA to the newly established D.C. Office of Risk Management.

Changes from the FY 2003 approved budget are:

- A net increase of \$522,000 in personal services for the Deputy Mayor of Operations administrative oversight of the Disability Compensation program.
- A net reduction of \$2,859,112 in nonpersonal services that includes a decrease of \$3,233,600 in contractual services and other services and charges to align with projected

requirements in FY 2004 partially offset by an increase of \$374,489 in fixed costs requirements.

- A decrease of \$174,000 to reflect savings attributable to the agency's hiring freeze.
- A decrease of \$12,500 to reflect savings from reductions in contract costs.

**Federal Funds**

The proposed budget is \$29,926,942, an increase of \$11,784,510 over the FY 2003 approved budget of \$18,142,432. There are 16 FTEs funded by Federal sources, representing no change from FY 2003.

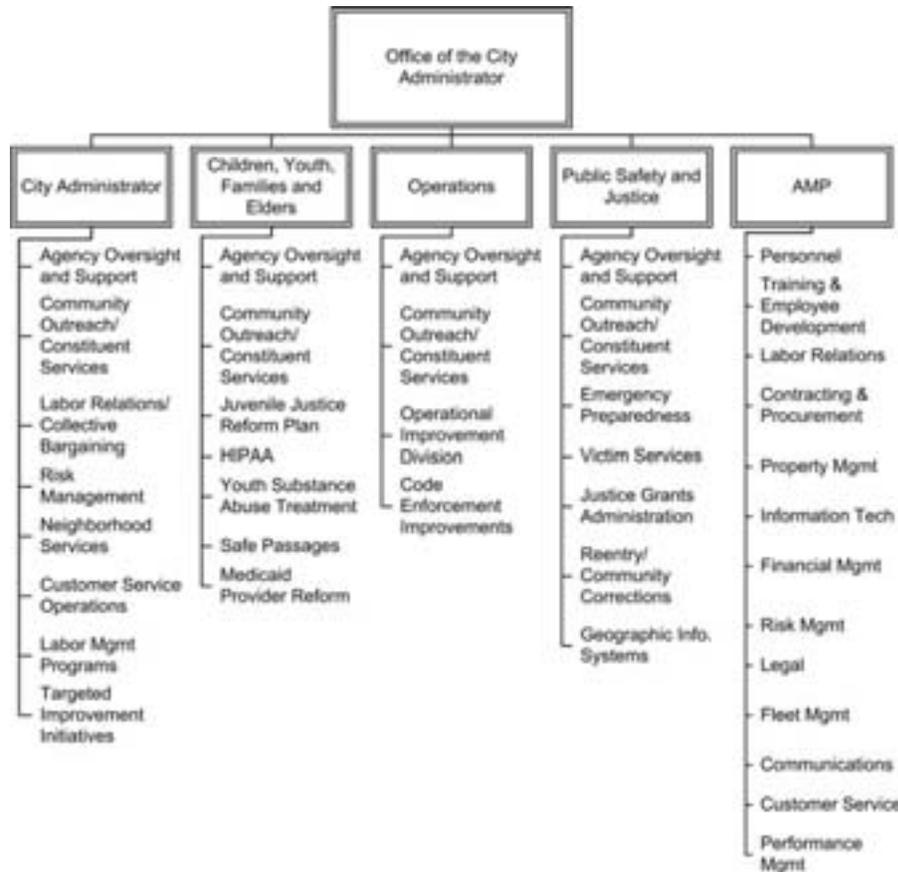
Changes from the FY 2003 approved budget are:

- A net increase of \$329,793 in personal services to fully fund the Schedule A requirements for salaries and fringe benefits.
- A net increase of \$11,454,717 in nonpersonal services to align with additional grant funds associated with FEMA-Domestic Preparedness, Crime Victim Assistance, Stop Violence Against Women, Residential Substance Abuse, and Local Law Enforcement block grant.

**Federal Payment.** The proposed budget is \$8,000,000, a total increase over the FY 2003

Figure AE0-1

**Office of the City Administrator**



approved budget of \$0. The payment is for the Crime Victim Assistance Fund. There are no FTEs associated with the Federal payment.

**Intra-District**

The proposed budget is \$701,063, an increase of \$280,134, or 66.6 percent over the FY 2003 approved budget of \$420,929. There are eight FTEs funded by Intra-District sources, which represents an increase of two FTEs over FY 2003.

The change from the FY 2003 approved budget is:

- An increase of \$280,134 in personal services to support continuing intra-agency services and billings for which the agency has signed MOUs for FY 2004.

**Programs**

The Office of the City Administrator operates the following programs:

**City Administrator**

	FY 2003*	FY 2004
Budget	\$7,662,560	\$5,265,915
FTEs	37	49

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **City Administrator** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the City Administrator Program is to provide and coordinate cross-agency and targeted improvement initiatives, including integration of strategic

policy priorities, budgetary constraints and operational capacity to the Deputy Mayors and District agencies so they can increase government effectiveness.

Key activities associated with the City Administrator are:

- Agency Oversight and Support - monitors agency performance and provides resources and direction to Mayoral agencies so they can overcome obstacles and achieve their strategic goals.
- Neighborhood Services
- Customer Service Operations
- Labor-Management Programs

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 1: City Administrator

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* John A. Koskinen, Deputy Mayor/City Administrator

*Supervisor(s):* Anthony A. Williams, Mayor

#### Measure 1.1: Percent of agency performance contract targets achieved

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

#### Measure 1.2: Percent of constituent calls acknowledged within District's customer service standards.

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

#### Measure 1.3: Percent of constituent letters acknowledged within District's customer service standards.

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

#### Measure 1.4: Percent of constituent correspondence closed within specified time period.

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

#### Measure 1.5: Percent of District agencies with Performance-Based Budgets

	Fiscal Year	
	2004	2005
Target	70	100
Actual	-	-

Note: FY 2003 target is 27 of 72 agencies (38%) FY 2004 PBB budgets. Goal is to complete the expansion no later than the FY 2006 budget cycle in FY 2005.

#### Measure 1.6: Percent of Persistent Problem Areas (PPA) work plans completed

	Fiscal Year	
	2004	2005
Target	50	50
Actual	-	-

#### Measure 1.7: Percent of current compensation collective bargaining agreements

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

#### Measure 1.8: Percent of District agencies with implemented grievance tracking programs

	Fiscal Year	
	2004	2005
Target	75	80
Actual	-	-

#### Measure 1.9: Percent of agencies meeting telephone customer service standards

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

#### Measure 1.10: Percent of agencies meeting correspondence customer service standards

	Fiscal Year	
	2004	2005
Target	-	75
Actual	-	-

Note: Baseline assessment for correspondence to be conducted in FY 2003.

**Measure 1.11: Percent of DC agencies with functioning partnerships**

	Fiscal Year	
	2004	2005
Target	90	100
Actual	-	-

**Measure 1.12: Percent of implementation plans operational within agreed upon timetables**

	Fiscal Year	
	2004	2005
Target	60	70
Actual	-	-

**Measure 1.13: Percent of dollars saved where cost savings are an implementation plan goal**

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

**Deputy Mayor for Children, Youth, Families, and Elders**

	FY 2003*	FY 2004
Budget	\$1,291,205	\$1,291,205
FTEs	14	15

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The Deputy Mayor for Children, Youth, Families, and Elders program primarily supports the Citywide Strategic Priority area of *Strengthening Children, Youth, Families and Elders*. The purpose of the Office of the Deputy Mayor for Children, Youth, Families, and Elders is to provide coordination and mediation of autonomous health and human service agency relationships toward the rebuilding and strengthening of the human services safety net so that they can improve the health and social status of the residents of the District of Columbia.

Key activities are:

- Agency Oversight and Support
- Medicaid Public Provider Reform - provides oversight and project coordination to Medicaid public providers so they can increase billing efficiency.
- Safe Passages Act

For more detailed information regarding the proposed funding

for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 2: Children, Youth, Families and Elders**

*Citywide Strategic Priority Area(s):* Strengthening Children, Youth, Families, and Elders

*Manager(s):* Carolyn Graham, Deputy Mayor for Children, Youth, Families and Elders

*Supervisor(s):* Anthony A. Williams, Mayor

**Measure 2.1: Percent of agency performance contract targets achieved**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 2.2: Percent of constituent calls acknowledged within District's customer service standards**

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

**Measure 2.3: Percent of constituent letters acknowledged within District's customer service standards**

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

**Measure 2.4: Percent of constituent correspondence closed within specified time period**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 2.5: Percent of Individual Service Plans for youth under YSA supervision completed within 30 days**

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

**Measure 2.6: Percent of agencies in compliance with HIPAA rules**

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

**Measure 2.7: Percent of youth enrolled in outpatient treatment programs**

	Fiscal Year	
	2004	2005
Target	10	12
Actual	-	-

**Measure 2.8: Percent of agencies reporting accurate information**

	Fiscal Year	
	2004	2005
Target	60	100
Actual	-	-

**Measure 2.9: Percent of agencies reporting accurate information in a timely manner**

	Fiscal Year	
	2004	2005
Target	75	100
Actual	-	-

**Measure 2.10: Percent of agencies with completed work plans for Medicaid billing and collection process instruments**

	Fiscal Year	
	2004	2005
Target	75	100
Actual	-	-

**Deputy Mayor for Operations**

	FY 2003*	FY 2004
Budget	\$695,558	\$695,558
FTEs	7	7

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The Deputy Mayor for Operations program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Deputy Mayor for Operations program is to provide direction and support to agencies in the Operations cluster so they can better serve District residents who seek direct services and/or District agencies that are reliant on the administrative services provided by supply line agencies.

Key activities associated with the Deputy Mayor for Operations are:

- Agency Oversight and Support - monitors agency performance and provide resources or

direction to Operations cluster agencies so they can overcome obstacles and achieve their strategic goals.

- Operational Improvements Division - provides guidance and support to District agencies using conventional management consulting techniques and business process reengineering so they can deliver a higher quality of services.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 3: Operations**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Herbert R. Tillery, Deputy Mayor for Operations

*Supervisor(s):* Anthony A. Williams, Mayor

**Measure 3.1: Percent of agency performance contract targets achieved**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 3.2: Percent of constituent calls or letters acknowledged within District's customer service standards**

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

**Measure 3.3: Percent of constituent letters acknowledged within District's customer service standards.**

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

**Measure 3.4: Percent of constituent correspondence closed within specified time period**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 3.5: Percent reduction in transaction/service delivery time frames**

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

**Measure 3.6: Percentage increase in cross-enforced Notices of Infraction**

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

**Deputy Mayor for Public Safety and Justice**

	FY 2003*	FY 2004
Budget	\$18,928,597	\$38,518,274
FTEs	21	35

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The Deputy Mayor for Public Safety and Justice program primarily supports the Citywide Strategic Priority area of *Building Sustainable Neighborhoods*. The purpose of the Deputy Mayor for Public Safety and Justice program is to provide direction, guidance and support to the District's public safety agencies and to develop and lead interagency public safety programs to improve the quality of life of the District's neighborhoods.

Key activities associated with the Deputy Mayor for Public Safety and Justice are:

- Agency Oversight and Support - monitors agency performance and provides resources or direction to Public Safety and Justice cluster agencies so they can overcome obstacles and achieve their strategic goals.
- Justice Grants Administration - receives and accounts for Department of Justice federal grants and provides resources to government and nongovernmental organizations so they can support the District's public safety and justice strategic goals.
- Emergency Preparedness Activity

For more detailed information regarding the proposed funding

for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 4: Public Safety and Justice**

*Citywide Strategic Priority Area(s):* Building

Sustainable Neighborhoods

*Manager(s):* Margret Nedelkoff Kellems,

Deputy Mayor for Public Safety and Justice

*Supervisor(s):* Anthony A. Williams, Mayor

**Measure 4.1: Percent of agency performance contract targets achieved**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 4.2: Percent of constituent calls or letters acknowledged within District's customer service standards**

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

**Measure 4.3: Percent of constituent letters acknowledged within District's customer service standards**

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

**Measure 4.4: Percent of constituent correspondence closed within specified time period**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 4.5: Percent of victims surveyed who indicated that they were satisfied with the services they received**

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

**Measure 4.6: Percentage of grant funds lapsed (maximum)**

	Fiscal Year	
	2004	2005
Target	1	1
Actual	-	-

**Measure 4.7: Percent of agency GIS data updated and on schedule**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Measure 4.8: Percent reduction in recidivism among returning sentenced inmates by 2005**

	Fiscal Year	
	2004	2005
Target	5	10
Actual	-	-

**Agency Management**

	FY 2003*	FY 2004
Budget	\$219,714	\$741,714
FTEs	4	3

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Agency Management** program provides the operational support to the agency so they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 5: Agency Management**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Alfreda Davis, Chief of Staff, Office of the City Administrator

*Supervisor(s):* John A. Koskinen, Deputy Mayor/City Administrator

**Measure 5.1: Percent of OCA's activities with long-range IT plans**

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

**Measure 5.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

**Measure 5.3: Percent reduction of employee lost work-day injury cases agency-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)**

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

**Measure 5.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 5.5: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-



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# D.C. Office of Risk Management

www.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$0	\$1,565,038	-

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The mission of the D.C. Office of Risk Management (DCORM) is to provide risk identification, analyses, control and financing direction, guidance, and support to District agencies so they can minimize the total cost of risk. This includes the cost of retained losses, risk control costs, net transferred risks, and administrative costs. This is accomplished by systematically identifying and analyzing exposures to risk, selecting and implementing appropriate risk control strategies and prudently financing anticipated and incurred losses into a District-wide risk management program.

DCORM is created within the executive branch of the government of the District of Columbia with direct oversight by the City Administrator. The office 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.

The strategic objectives of DCORM are:

- Institutionalization of risk management as a regular District-wide and agency-specific function.
- Systematization of the identification and analysis of District-wide and agency-specific exposures to risk.
- Minimization of the likelihood and severity of losses through effective safety and security risk control strategies.
- Formalization of the philosophy, policies, and procedures for financing identified risks and incurred losses.

### Did you know...

DCORM was established according to the Governmental Reorganization Procedures Act of 1981.

## Where the Money Comes From

Table RK0-1 shows the sources of funding for the D.C. Office of Risk Management.

Table RK0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	0	0	0	1,565	1,565	-
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,565</b>	<b>1,565</b>	-
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,565</b>	<b>1,565</b>	-

## How the Money is Allocated

Tables RK0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table RK0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	0	0	0	1,199	1,199	-
13 Additional Gross Pay	0	0	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	0	0	0	180	180	-
<b>Subtotal Personal Services (PS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,379</b>	<b>1,379</b>	<b>100.0</b>
20 Supplies and Materials	0	0	0	30	30	-
30 Energy, Comm. And Bldg Rentals	0	0	0	79	79	-
31 Telephone, Telegraph, Telegram, Etc	0	0	0	10	10	-
34 Security Services	0	0	0	13	13	-
40 Other Services And Charges	0	0	0	35	35	-
41 Contractual Services - Other	0	0	0	0	0	0.0
70 Equipment & Equipment Rental	0	0	0	20	20	-
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>187</b>	<b>187</b>	<b>100.0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,565</b>	<b>1,565</b>	<b>100.0</b>

Table RK0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	0	0	0	23	23	-
Total for General Fund	0	0	0	23	23	-
<b>Total Proposed FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>23</b>	-

Figure RK0-1

**D.C. Office of Risk Management**



**Gross Funds**

This fund is newly created for FY 2004 with a proposed budget of \$1,565,038 and 23 FTEs.

The FY 2004 expenditure budget and FTEs requested for this agency was \$2,810,472 and 41.9 FTEs. However, as part of the deliberations on the FY 2004 budget recommendations, the request was reduced by \$1,245,434 and 18.9 FTEs. Funds that were included in the initial request for the new Risk Management agency were allowed to stay with other specific agencies in order to more efficiently and effectively manage the District's risk management functions.

The agencies were:

- The Occupational Safety and Health activity within the Department of Employment Services with funding of \$269,977 and four FTEs.

- The Claims Unit Operation in the Office of the Corporation Counsel with funding of \$375,308 and seven FTEs.

In addition, the administration of the District of Columbia Government Employees Disability Compensation program was transferred to the District of Columbia Deputy Mayor for Operations along with the associated funding and FTEs.

**General Fund**

**Local Funds.** The proposed budget for the newly established agency in FY 2004 is \$1,565,038 and 23 FTEs.

## Programs

The following duties and functions will transfer to DCORM in FY 2004: the administration of the Settlements and Judgments Fund from the Office of Corporation Counsel, and the District of Columbia Government Employees Disability Compensation program from the Office of the City Administrator. The D.C. Office of Risk Management will operate the following programs:

### Office of the Director

The Chief Risk Officer will head the Office of the Director. The purpose of the office is to provide risk management direction, guidance and support to District government agencies so that the agencies can minimize the total cost of risk, resulting in improved government operations and enhanced service delivery. This will be accomplished by integrating agency programs of systematic risk identification and analysis, selecting and implementing appropriate risk control strategies, and prudently financing anticipated and incurred losses, into a District government integrated risk management program.

### Risk Identification and Analysis Division

The primary goal of the Risk Identification and Analysis division is to integrate the work of agency risk management representatives who systematically identify, measure, analyze and document the Government of the District of Columbia's exposure to risk, thereby creating a dynamic D.C. risk map that supports definition of efficient and effective risk management strategy. Some key division functions are:

- Coordinate and integrate work of Agency Risk Management Representatives including systematic identification, measurement, analysis and documentation of agency/District exposures to risk.
- Create and maintain dynamic District government prioritization risk map based on frequency and severity projections of anticipated losses.
- Coordinate D.C. Risk Management Council agenda and follow-up, including agency director's accountability for performance

contract risk management requirements.

- Review and guide agency Risk Assessment and Control Committee activities relative to risk management plans.
- Provide technical risk management expertise in the implementation of risk management plans, especially to agencies with collateral duty risk management representatives.

### Risk Control Division

The primary goal of the Risk Control division is to effectively to minimize the probability, frequency, and severity of accidental losses on a pre-loss and post-loss basis through a proactive compliance-monitoring program for safety, security and contingency planning for emergencies, by all D.C. agencies. Some key division functions are:

- Proactive, consultative program for safety, security and contingency planning for emergencies.
- Monitor compliance with risk control deficiency remediation recommendations.
- Detailed loss analysis and related benchmarking and risk control strategy research.
- Agency-specific risk control consultation relative to remediation and mitigation strategies.
- Regular risk control on-site assessments relative to safety, physical security and operational exposures.

### Risk Financing Division

The primary goals of the Risk Financing division is to professionally anticipate and plan for funding loss payments and manage the adjudication of claims and recoveries. Some key division functions are:

- Oversee Claims Bureau management and processes for adjudicating property, liability and disability compensation claims against the District government.
- Review claim summaries and management reports identifying trends and issues for follow-up.
- Cultivate a proactive and cooperative relationship with agencies and Office of Corporation Counsel (OCC) relative to

claim management and cost-of-risk allocation factors.

- Develop and implement appropriate risk financing alternative for identified exposures.
- Provide risk management review of contracts, agreements, and leases in order to identify risk management implications.

### Risk Administrative Services Division

The primary goal of the Risk Administrative Services division is to enhance service delivery of DCORM through financial, data, technology and office management support services. Some key division functions are:

- Manage Risk Management Information System (RMIS) and related systems, especially Agency System Management Program (ASMP) systems interface.
- Maintains Office of Risk Management (ORM) website.
- Executes cost-of-risk allocation system to agencies.
- Maintains Risk Management Resource Library.
- Coordinates Risk Management Training Institute functions.
- Provides financial and administrative support to ORM including finance, budget, human resource and procurement functions.

## Agency Goals and Performance Measures

### Goal 1: Support District agencies so they can minimize the total cost of risk.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* James Jacobs, Director

*Supervisor(s):* James Jacobs, Director

#### Measure 1.1: Percent of industry cost of risk benchmarks including Risk and Insurance Management Society (RIMS) and Public Risk Management Association (PRIMA)

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	N/A	N/A	-	110	105
Actual	N/A	N/A	-	-	-

Note: ORM will set a baseline for this measure during FY 2003.

#### Measure 1.2: Percent reduction in total cost of risk (as measured by net insurance premiums, retained losses, risk control expenses and administrative costs)

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	N/A	N/A	-	-	-5
Actual	N/A	N/A	-	-	-

Note: ORM will set a baseline for this measure during FY 2004.



# D.C. Office of Personnel

www.dcop.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$11,639,123	\$11,473,298	-1.4

The mission of the D.C. Office of Personnel (DCOP) is to provide comprehensive human resources management services to client agencies so they can strengthen individual and organizational performance and enable the government to attract, develop and retain a highly qualified, diverse workforce.

DCOP was created by 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 Merit Personnel Act of 1978)," and by legislation now codified as D.C. Code Section 1-604.2.

Through the personnel authority delegated to the Mayor, DCOP develops proposed legislation, rules, and regulations governing the personnel management functions for the career, excepted, executive, legal, and management supervisory services classifications of employees in the agencies under the authority of the Mayor.

DCOP advises and assists the Mayor, City Administrator, Deputy Mayors and agency directors on all matters relating to employees, personnel management programs, and policies.

The agency also manages the Human Resources Development Fund (see agency HD0), which finances the Center for Workforce Development.

The agency plans to fulfill its mission by achieving the following strategic result goals:

**Attract, select and retain top quality employees**

- Streamline and improve the quality of the hiring process
  - FY 2004: 100 percent of agencies under the authority of the Mayor will have workforce plans in place by September 30.
- Build a competitive benefits structure
  - FY 2004: 70 percent of benefit plans offered will be equivalent to benefit plans offered by similar organizations in a benefit survey.

Did you know...	
DCOP Hotline	(202) 727-8832
New intranet site for employees	dcop.in.dc.gov
Email for the Capital City Fellows Program	capcity.fellows@dc.gov

## Where the Money Comes From

Table BE0-1 shows the sources of funding for the D.C. Office of Personnel.

Table BE0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	8,539	13,692	9,146	8,990	-156	-1.7
Special Purpose Revenue Fund	1,573	1,290	812	758	-54	-6.6
<b>Total for General Fund</b>	<b>10,112</b>	<b>14,982</b>	<b>9,958</b>	<b>9,748</b>	<b>-210</b>	<b>-2.1</b>
Intra-District Fund	719	600	1,681	1,725	44	2.6
<b>Total for Intra-District Funds</b>	<b>719</b>	<b>600</b>	<b>1,681</b>	<b>1,725</b>	<b>44</b>	<b>2.6</b>
<b>Gross Funds</b>	<b>10,831</b>	<b>15,582</b>	<b>11,639</b>	<b>11,473</b>	<b>-166</b>	<b>-1.4</b>

## How the Money is Allocated

Tables BE0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table BE0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	5,649	6,342	7,451	6,589	-862	-11.6
12 Regular Pay - Other	566	473	16	531	516	3,305.1
13 Additional Gross Pay	360	93	0	74	74	100.0
14 Fringe Benefits - Curr Personnel	978	970	1,086	1,658	571	52.6
15 Overtime Pay	0	8	0	8	8	100.0
<b>Subtotal Personal Services (PS)</b>	<b>7,554</b>	<b>7,886</b>	<b>8,553</b>	<b>8,861</b>	<b>308</b>	<b>3.6</b>
20 Supplies and Materials	89	91	92	81	-12	-12.5
30 Energy, Comm. and Bldg Rentals	164	188	189	153	-36	-18.9
31 Telephone, Telegraph, Telegram, Etc	116	81	82	152	70	84.8
32 Rentals - Land and Structures	115	129	177	225	48	26.9
33 Janitorial Services	0	81	95	91	-5	-4.8
34 Security Services	0	124	151	125	-27	-17.6
40 Other Services and Charges	465	734	512	380	-132	-25.7
41 Contractual Services - Other	2,165	6,153	1,590	1,125	-465	-29.3
70 Equipment & Equipment Rental	163	115	197	281	84	42.6
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>3,278</b>	<b>7,696</b>	<b>3,086</b>	<b>2,613</b>	<b>-473</b>	<b>-15.3</b>
<b>Total Proposed Operating Budget</b>	<b>10,831</b>	<b>15,582</b>	<b>11,639</b>	<b>11,473</b>	<b>-166</b>	<b>-1.4</b>

Table BE0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	98	105	110	111	1	1.0
Special Purpose Revenue Fund	16	17	11	3	-8	-72.7
<b>Total for General Fund</b>	<b>114</b>	<b>122</b>	<b>121</b>	<b>114</b>	<b>-7</b>	<b>-5.7</b>
<b>Intra-District Funds</b>						
Intra-District Fund	21	15	36	27	-9	-26.0
<b>Total for Intra-District Funds</b>	<b>21</b>	<b>15</b>	<b>36</b>	<b>27</b>	<b>-9</b>	<b>-26.0</b>
<b>Total Proposed FTEs</b>	<b>135</b>	<b>137</b>	<b>157</b>	<b>141</b>	<b>-16</b>	<b>-10.3</b>

- Continue to streamline and improve compensation and classification structure and processes
  - FY 2004: 40 percent reduction in the number of current pay schedules.

**Consistently support high quality performance**

- Improve utilization of performance evaluation systems and reward mechanisms
  - FY 2004: 90 percent of employees covered under PMP will have a performance plan in place by October 31.
  - FY 2004: 85 percent of employees will have a performance evaluation completed on time.
- Build caliber of management through supervisory/managerial training
  - FY 2004: 75 percent of Management Supervisory Service employees will complete required training.
- Increase knowledge and enhance skills of D.C. government employees through training classes offered by the Center for Workforce Development
  - FY 2004: 75 percent of employees indicate training helped improve their job performance through the application of new skills.

**Build a professional and effective human resource management infrastructure**

- Provide training to build skills and profes-

sionalism of D.C. Office of Personnel staff

- FY 2004: 75 percent of supervisory and professional staff will complete 40 hours of human resources training

- Provide training to build skills and professionalism of client agency HR staff
  - FY 2004: 80 percent of Human Resource Advisors will complete DCOP-sponsored HR training.
- Create a modern, reliable HR management infrastructure
  - FY 2004: Implement the core Human Resource Information System (HRIS) component of the Administrative Services Modernization Program (ASMP).

**Gross Funds**

The proposed budget is \$11,473,298, representing a decrease of 1.4 percent from the FY 2003 approved budget of \$11,639,123. There are 141.0 total FTEs for the agency, a decrease of 16.25, or 10.3 percent, from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$8,990,227, a decrease of \$156,115 from the FY 2003 approved budget of \$9,146,342. There are 111.35 FTEs funded by local sources, representing an increase of 1.10 FTEs from FY 2003.

Changes from the FY 2003 approved budget are:

- A net increase of \$522,000 in personal services representing enhancements of \$321,000 and 4.0 FTEs for the Management Services program for the creation of a Personnel Review Unit and \$201,000 and 7.0 FTEs for the Employee Service Center to support the Human Resources Information System (HRIS) portion of the ASMP that will begin operations in FY 2004.
- A reduction of \$208,619 in personal services due to the elimination of 9.9 FTEs.
- A net increase of \$54,660 in fixed costs based on the revised estimates from the Office of

Finance and Resource Management for energy, telecommunication, rent, janitorial and security services in FY 2004.

- A net reduction of \$524,156 in nonpersonal services for supplies, equipment, contractual and other services.

**Special Purpose Revenue Funds.** The proposed budget is \$758,187, a decrease of \$53,804 from the FY 2003 approved budget of \$811,991. There are 3.0 FTEs funded by Special Purpose Revenue sources, representing a decrease of 8.0 FTEs from FY 2003. Changes from the FY 2003 approved budget are:

Figure BE0-1  
**D.C. Office of Personnel**



- A reduction of \$669,851 and eight FTEs from the reclassification of the Health Benefits Assessment fee to an Intra-District fund, which included \$409,675 in salaries, \$60,176 in fringe benefits, and \$200,000 in contractual services.
- An increase of \$450,000 for the Annuitant Health and Life Insurance fund to the budget, which includes \$450,000 in fringe benefits.
- An increase of \$170,000 for the Defined Benefits Retirement program to the budget, which includes \$144,500 in salaries and \$25,500 in fringe benefits.
- A net reduction of \$4,000 from the reimbursables of the Police and Firefighter Relief Board, which includes a \$2,000 reduction in supplies, a \$4,000 reduction in fixed costs, a \$2,000 reduction in other service charges, and a \$4,000 increase in equipment.

### Intra-District Funds

The proposed budget is \$1,724,884, representing an increase of \$44,094 over the FY 2003 approved budget of \$1,680,790. There are 26.65 FTEs funded by Intra-District sources, representing a decrease of 9.35 FTEs from FY 2003.

Changes from the FY 2003 approved budget are:

- A decrease of \$982,508 and 16.0 FTEs from the elimination of the benefit services agreement with D.C. Public Schools.
- An increase of \$729,698 and 8.0 FTEs from both the reclassification of \$669,851 in the Health Benefits Assessment fee to an Intra-District fund and a \$59,847 increase for salaries and fringe benefits.
- An increase of \$228,801 and 3.25 FTEs in Indirect Cost Recovery funds for salaries and fringe benefits.
- An increase of \$68,103 for personal services costs and a decrease of 4.6 FTEs from changes in benefit service agreements with other independent agencies.

### Programs

The D.C. Office of Personnel is committed to

the following programs:

### Policy and Program Development

	FY 2003*	FY 2004
Budget	\$3,118,937	\$3,013,476
FTEs	31	24

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Policy and Program Development** program provides policy development, performance management, compensation structures and benefits plans, and individual and organizational development services to District employees so that District organizations operate more productively by attracting, developing and retaining employees who perform at a high quality level.

This program has four activities:

- **Policy** - This activity provides policy development and consultation services to DCOP staff and agency managers so they can gain accurate information on human resource policies and get answers to their questions in a timely manner.
- **District-wide Performance Management** - This activity provides performance management guidance and assistance services to District agency managers so they can recognize, reward and hold their employees accountable for meeting performance goals and objectives.
- **Compensation and Benefits** - This activity provides compensation and benefit plan services to the District so it can attract and retain a qualified workforce. Additionally, this activity provides retirement and related services to active and retired members of the police and fire retirement plan and their survivors. These services include determining eligibility for various types of pensions, as well as setting rates or percentages for some annuitants.
- **Employee and Organizational Development** - This activity provides individual and organizational development services to District employees and agency managers so that employees can increase their knowledge and

enhance their skills, and increase productivity through organizational improvements. (Note this activity is funded through HD0, the Human Resources Development Fund.)

Key initiatives associated with the Policy and Program Development program are:

- Pilot a new classification system for employees in Compensation Units 1 and 2.
- Enhance the District's benefits package to include long-term care insurance.
- Continue improvements in performance management and incentive awards programs.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 1: Policy and Program Development**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Jo Ellen Gray, Associate Director of Policy and Program Development Division

*Supervisor(s):* Judy D. Banks, Interim Director

**Measure 1.1: Percent of policy consultations provided within the mutually established timeframe**

	Fiscal Year	
	2004	2005
Target	75	80
Actual	-	-

**Measure 1.2: Percent of employees covered under the PMP with a performance plan in place by October 31**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Measure 1.3: Percent of employees whose performance evaluation is completed on time**

	Fiscal Year	
	2004	2005
Target	85	85
Actual	-	-

**Measure 1.4: Percent of employees who indicate during their exit interview that salary was a factor in their decision to leave the District**

	Fiscal Year	
	2004	2005
Target	40	35
Actual	-	-

**Measure 1.5: Percent of benefit plans offered that are equivalent to benefit plans offered by similar organizations included in a benefits survey**

	Fiscal Year	
	2004	2005
Target	70	75
Actual	-	-

**Measure 1.6: Percent of employees indicating that training helped improve their job performance through the application of new skills.**

	Fiscal Year	
	2004	2005
Target	75	80
Actual	-	-

**Management Services**

	FY 2003*	FY 2004
Budget	\$2,614,308	\$2,987,904
FTEs	44	44

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Management Services** program provides analyses and advice to agencies and management in the areas of workforce planning, recruitment, selection, classification, organization design/realignment, and employee discipline as well as performance advice and counseling so that District agencies and managers can operate more productively by attracting, and retaining qualified employees who perform at a high level of efficiency. This program has three activities:

- Employment/Hiring - This activity provides recruitment, selection and placement services to client agencies so they can make timely hiring and placement decisions.
- Organizational Design and Workforce Planning - This activity provides consultation and advisory services to agency managers so they can implement organization structures

and plan for vacancies to meet their management objectives.

- Counseling - This activity provides consulting, research and analysis services to management and HR advisors so they can make well-informed decisions regarding workplace issues.

Key initiatives associated with the Management Services program are:

- Enhance the agency realignment process.
- Reduce the time it takes to recruit employees for hard-to-fill positions.
- Reduce the commitment time for workforce requests.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 2: Management Services

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Plumb Fulton, Associate Director of Management Services Division

*Supervisor(s):* Judy D. Banks, Interim Director

#### Measure 2.1: Percent of planned workforce request commitments met on time

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

Note: Measure 2.1 previously appeared as Measure 1.2: "Percent of workforce request commitments met on time."

#### Measure 2.2: Percent of unplanned workforce request commitments met on time

	Fiscal Year	
	2004	2005
Target	80	80
Actual	-	-

#### Measure 2.3: Percent of high turnover/high demand continuously announced job titles with viable candidates

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Note: Measure 2.3 previously appeared as Measure 1.3.

#### Measure 2.4: Percent of agencies under the authority of the Mayor with workforce plans in place

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Note: Measure 2.4 previously appeared as Measure 1.1.

#### Measure 2.5: Percent of HR Council/Advisor meetings held

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

### Employee Service Center

	FY 2003*	FY 2004
Budget	\$2,045,677	\$2,087,385
FTEs	47	46

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Employee Service Center** program provides advice, guidance, counseling, assistance, and information to current and prospective District employees so they can receive timely and accurate human resources (HR) information and easy access to HR services. In addition, it functions as a one-stop shop for employees to obtain information about benefits, retirement, entitlements, career advice, and counseling throughout their government employment. The Employee Service Center is also responsible for records management, data entry and transaction processing. Services to employees are provided through the following two activities:

- Employee Support - This activity provides advice, guidance, counseling, assistance, and information to current and prospective District employees so they can receive timely and accurate knowledge about HR issues and easy access to HR services.
- Processing and Information Management - This activity provides document processing and information management services to agencies so they can have timely, accurate and up-to-date information for making well-informed human resource decisions.

Key initiatives associated with the Employee Service Center Program are:

- Automate the personnel action process.
- Improve the health benefits reconciliation process.
- Reduce the time to process personnel actions.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 3: Employee Service Center**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Rosalind Inge, Associate Director of Employee Services Division

*Supervisor(s):* Judy D. Banks, Interim Director

**Measure 3.1: Percent of clients reporting that services delivered provided the information they needed to make decisions and take appropriate next steps**

	Fiscal Year	
	2004	2005
Target	75	85
Actual	-	-

**Measure 3.2: Percent of surveyed clients reporting that their inquiries were satisfactorily answered on first contact**

	Fiscal Year	
	2004	2005
Target	75	85
Actual	-	-

**Measure 3.3: Percent of actions processed within established timeframe**

	Fiscal Year	
	2004	2005
Target	90	92
Actual	-	-

**Agency Management**

	FY 2003*	FY 2004
Budget	\$3,860,202	\$3,384,533
FTEs	35	27

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Agency Management** program provides the operational support to the agency so they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management Program can be found in the Strategic Budgeting chapter.

Key initiatives associated with the Agency Management program are:

- Implement Performance-Based Budgeting within the agency.
- Implement the core Human Resources Information System (HRIS) as part of the Administrative Services Modernization Program (ASMP).
- Implement modernization of classification process.
- Support business reengineering initiatives.
- Manage the DCOP IT infrastructure.
- Support DCOP management initiatives and operations through core administrative support services.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 4: Agency Management**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Evelyn J. Turner, Associate Director of Shared Services Division

*Supervisor(s):* Judy D. Banks, Interim Director

**Measure 4.1: Percent of DCOP activities with long—range IT plans**

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

**Measure 4.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

**Measure 4.3: Percent reduction of employee lost work-day injury cases agencywide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)**

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

**Measure 4.4: Rating of agency on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette, and 4) Overall impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 4.5: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-



# Human Resources Development Fund

[www.dcop.dc.gov/services/training\\_dev/index.shtm](http://www.dcop.dc.gov/services/training_dev/index.shtm)

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$3,283,216	\$1,024,000	-68.8

The mission of the Human Resources Development Fund is to improve the performance of District employees through the development and delivery of competency-based learning and professional development programs that enhance productivity and thereby improve the quality and delivery of services to the public.

The Human Resources Development Fund consists entirely of the Center for Workforce Development. The Center for Workforce Development (CWD) was created in 1997 by Mayor's Order 97-75 to formulate and implement the District's training and development policies and programs. Additionally, CWD assures that District employees are trained and developed to effectively manage and perform the work of government. CWD and its associated funding are administered by the D.C. Office of Personnel (see agency BE0).

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Provide training and development courses to 2,353 employees in FY 2004.
- Have annual employee development plans in place for 75 percent of agencies under the authority of the Mayor in FY 2004.
- Achieve a 75 percent rating or better of employees indicating that training helped improve their job performance through the application of new skills.

## Did you know...

Number of District employees who received training in FY 2002	7,265
Number of District employees participating in online learning courses	716
CWD moved to One Judiciary Square, 8th Floor in FY 2003	(202) 727-1523

## Where the Money Comes From

Table HD0-1 shows the sources of funding for the Human Resources Development Fund.

Table HD0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	3,673	3,486	3,283	1,024	-2,259	-68.8
<b>Total for General Fund</b>	<b>3,673</b>	<b>3,486</b>	<b>3,283</b>	<b>1,024</b>	<b>-2,259</b>	<b>-68.8</b>
Intra-District Fund	0	20	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>3,673</b>	<b>3,506</b>	<b>3,283</b>	<b>1,024</b>	<b>-2,259</b>	<b>-68.8</b>

## How the Money is Allocated

Tables HD0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table HD0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	474	508	597	404	-193	-32.3
12 Regular Pay - Other	36	56	0	0	0	0.0
13 Additional Gross Pay	41	5	0	40	40	100.0
14 Fringe Benefits - Curr Personnel	86	110	85	82	-3	-3.7
15 Overtime Pay	0	6	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>636</b>	<b>684</b>	<b>682</b>	<b>526</b>	<b>-156</b>	<b>-22.9</b>
20 Supplies and Materials	23	48	23	10	-13	-56.5
30 Energy, Comm. And Bldg Rentals	4	5	5	47	42	770.2
31 Telephone, Telegraph, Telegram, Etc	20	63	68	25	-43	-63.2
32 Rentals - Land And Structures	2	2	4	84	80	1,995.8
33 Janitorial Services	0	2	3	28	25	879.7
34 Security Services	0	5	5	39	34	615.7
40 Other Services And Charges	2,475	2,280	2,070	223	-1,847	-89.2
41 Contractual Services - Other	288	334	336	27	-310	-92.1
70 Equipment & Equipment Rental	224	82	86	15	-71	-82.6
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>3,036</b>	<b>2,821</b>	<b>2,601</b>	<b>498</b>	<b>-2,103</b>	<b>-80.9</b>
<b>Total Proposed Operating Budget</b>	<b>3,673</b>	<b>3,506</b>	<b>3,283</b>	<b>1,024</b>	<b>-2,259</b>	<b>-68.8</b>

Table HD0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	7	8	10	7	-3	-30.0
<b>Total for General Fund</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>7</b>	<b>-3</b>	<b>-30.0</b>
<b>Total Proposed FTEs</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>7</b>	<b>-3</b>	<b>-30.0</b>

**Gross Funds**

The proposed budget is \$1,024,000, representing a decrease of 68.8 percent from the FY 2003 approved budget of \$3,283,216. There are seven total FTEs for the agency, a decrease of three FTEs, or 13.0 percent from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$1,024,000, a decrease of \$2,259,216 from the FY 2003 budget of \$3,283,216. There are seven FTEs funded by local sources, representing a decrease of three FTEs from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$195,821 and three FTEs in regular salaries and fringe benefits reflecting a policy decision to decrease the agency's funding.

- An increase of \$39,870 in additional gross pay to cover the severance costs from staff cuts.
- A net reduction of \$2,103,265 in nonpersonalservices reflecting a policy decision to decrease the agency's funding that includes: a reduction of \$393,756 in supplies, contractual services, and equipment; a reduction of \$1,846,793 in other services and charges, which reduces funding for training District employees; and an increase of \$137,284 in fixed costs, which supports the higher costs for the relocation of the agency from the University of the District of Columbia (UDC) to One Judiciary Square at the beginning of FY 2003.

Figure HD0-1

**Human Resources Development Fund**



## Programs

The Center for Workforce Development (CWD) provides training and professional development programs to increase the knowledge, skills and competencies of District government employees. CWD offers training programs that are competency-based, focusing on 15 skills required for maximum productivity. These skills include: communication, conflict management, customer service, dependability, flexibility/adaptability, initiative, integrity and trust, job knowledge, leadership, managing people, operations planning and evaluating, professionalism, resource usage, strategic planning and teamwork. Elements of these competencies are included in a wide-range of learning activities covering all levels of the workforce, from frontline employees to senior management.

CWD's training is offered in the following program areas:

### Management and Leadership Development

The District offers three tiers of management training courses: the Leadership Integration and Empowerment Program, Management Supervisory Service training, and the Certified Public Management Program.

### Fundamental Skills

The courses in the fundamental skills series focus on improving employees' basic skills in oral and written communication, vocabulary and computer literacy, offering the full range of Microsoft Office applications utilized across the District government.

### Organizational Skills

These courses are designed to provide employees with an understanding of the current issues facing employees in today's organizations and the skills to help them operate effectively, such as workplace safety, customer service and time management.

### Professional Development

These courses help employees stay current or advance in their careers. Some courses, such as the Certificate in Human Resource Management, are restricted by an employee's

occupational group.

Key initiatives in CWD are:

- Customized curriculum development and training delivery. During FY 2004 CWD will expand its assistance to agencies seeking to address specific performance and/or organizational improvement needs through the design, development and delivery of custom agency-specific training programs.
- Professional Development for HR Advisors and Training Coordinators - CWD will continue its programs to offer courses leading to certification by the Society of Human Resource Management or the International Personnel Management Association for all agency-based HR Advisors. Additionally, a planned series of seminars and professional development opportunities for training coordinators will be launched to improve continuing education and professional development activities on the agency level.
- Capital City Fellows Program - CWD recruits talented young men and women from around the country who are interested in public service to serve for two years as fellows in District agencies. These young people work with local leaders to address a variety of issues and constituent services. CWD works with agencies to screen, select and place these individuals in agencies.

## Agency Goals and Performance Measures

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

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Sandra Robinson, Director of Center for Workforce Development

*Supervisor(s):* Jo Ellen Gray, Associate Personnel Director for Policy and Program Development

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	7,845	7,359	7,359	2,353	-
Actual	8,303	7,265	-	-	-

Note: FY 2003 target increased from 7255 to 7359 at the request of the agency (12/30/02). FY 2004 target was reduced from 7,000 to 2,353 due to budget cuts (5/2003).

**Measure 1.2: Number of District employees completing the Certified Public Manager program at the Center for Excellence in Municipal Management**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	90	50	23	-
Actual	85	88	-	-	-

Note: In FY 2003, the number of cohorts were reduced from three to two per year due to budgetary constraints. In FY 2004, program recruitment will be suspended until mid-FY 2004 to restructure program funding. Therefore, there will be no cohorts completing the program in FY 2004 except the cohort that began classes in March 2003.

**Measure 1.3: Percent of Management Supervisory Service employees completing required training**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	85	85	75	-
Actual	N/A	81	-	-	-

Note: New measure added 2/20/02. FY 2003 target reduced from 90 to 85 at the request of the agency (12/30/02). FY 2004 target reduced from 85 to 75 due to budget cuts (5/2003).

**Measure 1.4: Percent of cabinet agencies submitting training and development plans**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	90	75	75	-
Actual	N/A	46	-	-	-

Note: New measure added 2/20/02. FY 2003 target reduced from 95 to 75 at the request of the agency (12/30/02).



# Office of Finance and Resource Management

www.ofrm.cfo.in.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$2,225,054	\$3,702,644	66.4

The mission of the Office of Finance and Resource Management (OFRM) is to provide full service financial and resource management to District of Columbia government agencies.

OFRM is committed to providing timely, efficient, and accurate fiscal oversight and management in central payments, shared services, resource management, and capital infrastructure. OFRM plans to fulfill its mission by achieving the following strategic result goals:

- As the cluster agency for Governmental Direction and Support, under the direction of the Associate Chief Financial Officer, build and maintain partnerships with client

agencies by improving communications, accurate, and providing timely fiscal information, and educating OFRM employees in the fiscal and programmatic needs of our client agencies.

- Improve the platform for vital information storage and statistical analysis that will help refine a centralized fixed cost budget and allow for the most efficient forecasting and distribution of scarce fixed cost resources.
- Promote timely fiscal reporting and clarity of utility billing to clients by providing on-line services for reviewing agencies' accounts and to certify utility billing.
- Continue to build the internal capacity of OFRM financial systems, refine closings, and enhance financial reporting through continued education and training of OFRM employees.

Did you know...	
Percent anti-deficiency compliance on behalf of client agencies in FY 2003.	100
Telecommunication savings through due diligence and avoidance in FY 2003	More than \$600,000
OFRM serves as the financial manager for 26 agencies.	
OFRM checks agency account status, reviews purchase order information, and makes invoice inquiries.	

## Where the Money Comes From

Table AS0-1 shows the sources of funding for the Office of Finance and Resource Management.

Table AS0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	7,497	2,000	1,845	1,900	55	3.0
Special Purpose Revenue Fund	525	174	0	665	665	100.0
<b>Total for General Fund</b>	<b>8,022</b>	<b>2,174</b>	<b>1,845</b>	<b>2,565</b>	<b>720</b>	<b>39.0</b>
Intra-District Fund	139,434	149,849	380	1,138	757	199.1
<b>Total for Intra-District Funds</b>	<b>139,434</b>	<b>149,849</b>	<b>380</b>	<b>1,138</b>	<b>757</b>	<b>199.1</b>
<b>Gross Funds</b>	<b>147,456</b>	<b>152,023</b>	<b>2,225</b>	<b>3,703</b>	<b>1,478</b>	<b>66.4</b>

## How the Money is Allocated

Tables AS0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AS0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	1,642	1,723	1,736	2,411	675	38.9
12 Regular Pay - Other	24	256	0	0	0	0.0
13 Additional Gross Pay	43	28	24	0	-24	-100.0
14 Fringe Benefits - Curr Personnel	301	285	285	352	67	23.7
15 Overtime Pay	0	9	0	24	24	100.0
<b>Subtotal Personal Services (PS)</b>	<b>2,009</b>	<b>2,300</b>	<b>2,044</b>	<b>2,787</b>	<b>743</b>	<b>36.3</b>
20 Supplies and Materials	15	22	22	22	0	0.0
30 Energy, Comm. and Bldg Rentals	58,449	46,384	23	698	675	2,908.6
31 Telephone, Telegraph, Telegram, Etc	18,861	25,533	36	42	6	16.6
32 Rentals - Land and Structures	63,805	74,038	28	81	53	192.9
33 Janitorial Services	61	16	12	19	7	53.8
34 Security Services	0	21	16	21	4	27.0
40 Other Services and Charges	147	177	43	33	-10	-23.4
41 Contractual Services - Other	4,076	3,533	0	0	0	0.0
70 Equipment & Equipment Rental	34	0	0	0	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>145,447</b>	<b>149,724</b>	<b>181</b>	<b>916</b>	<b>735</b>	<b>405.8</b>
<b>Total Proposed Operating Budget</b>	<b>147,456</b>	<b>152,023</b>	<b>2,225</b>	<b>3,703</b>	<b>1,478</b>	<b>66.4</b>

Table AS0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	24	35	24	26	2	8.3
<b>Total for General Fund</b>	<b>24</b>	<b>35</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>8.3</b>
<b>Intra-District Funds</b>						
Intra-District Fund	6	0	8	13	5	62.5
<b>Total for Intra-District Funds</b>	<b>6</b>	<b>0</b>	<b>8</b>	<b>13</b>	<b>5</b>	<b>62.5</b>
<b>Total Proposed FTEs</b>	<b>30</b>	<b>35</b>	<b>32</b>	<b>39</b>	<b>7</b>	<b>21.9</b>

**Gross Funds**

The proposed budget is \$3,702,644 representing an increase of 66.4 percent over the FY 2003 approved budget of \$2,225,054. There are 39 FTEs for the agency, an increase of seven, or 21.9 percent, over FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$1,899,546, an increase of \$54,791 over the FY 2003 approved budget of \$1,844,755. There are 26 FTEs funded by local sources, an increase of 2 FTEs over FY 2003. The increase in FTEs is attributed to the transfer-in of FTEs and funding from the Office of the Corporation Counsel and the Office of the Chief Technology Officer.

Changes from the FY 2003 approved budget are:

- A net reduction of \$663 in personal services based on the Schedule A requirement for salaries, fringe benefits, and overtime.
- An increase of \$55,454 in fixed cost requirements and other services and charges.

**Special Purpose Revenue Funds:** Special Purpose Revenue Funds. The proposed Special Purpose Revenue Funds budget is \$665,460. This is attributed to fixed cost payments provided by two Federal agencies that occupy District facilities.

The change from the FY 2003 approved budget is:

- An increase of \$665,460 in energy fixed costs paid by Federal agencies that occupy District facilities.

**Intra-District**

The proposed budget is \$1,137,638, an increase of \$757,339 over the FY 2003 approved budget of \$380,299. Of this increase, \$743,286 is in personal services, and \$14,053 is in nonpersonal services. There are 13 FTEs funded by Intra-District sources, an increase of five FTEs over FY 2003. The increase in FTEs is attributed to a reclassification of positions from Local funds and the reorganization of the Governmental Direction and Support cluster.

Change from the FY 2003 approved budget is:

- An increase of \$743,286 in personal services to support the additional five Intra-District FTEs.
- An increase of \$14,053 in nonpersonal services to align with Memorandum of Understanding for FY 2004.

**Programs**

The Office of Finance and Resource Management operates the following programs:

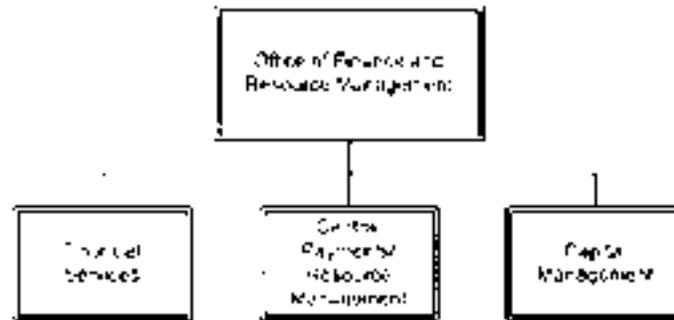
**Financial Services**

This program provides financial management for client agencies, which includes the following: financial reviews, personnel actions, purchase orders and requisitions, outstanding encumbrances, overtime analysis, and grant status. Financial Review Reports (FRP) and other financial related documents are produced monthly.

A key initiative associated with the Financial Services Program is:

Figure AS0-1

## Office of Finance and Resource Management



- Re-engineering the billing and payment process.

### Resource Management/Central Payments

This program ensures that District government agencies receive full and fair value for goods and services that are procured in relation to fixed costs expenditures. These include utilities such as electricity, telephone, fuel, natural gas, water, and steam, as well as other fixed costs such as postage, custodial service, rent, security, occupancy and building maintenance. It accounts for the use of all dollars expended from the budgets of OFRM client agencies for fixed costs and identifies waste, and abuse where possible. The fixed costs charges of OFRM client agencies are reflected in OFRM's Intra-District budget for FY 2001 and FY 2002, as shown in Table AS0-1. It is also reflected in the gross funds in Table AS0-2.

Key initiatives associated with the Resource Management/Central Payment program are:

- Crafting the structure for development of improved fixed costs forecasts for FY 2005.
- Conducting due diligence to ensure that billing errors are identified.
- Reexamining existing processes to identify business process reengineering opportunities.

### Capital Management

The Capital Management program monitors capital expenditures against the budget and provides for feedback to assure adequate reporting of

performance and costs. It involves planning, budgeting, scheduling, and evaluating productivity and progress of capital activities. The program coordinates the development of the annual capital budget for numerous District agencies on behalf of the Office of Property Management, and identifies funding sources for proposed new projects either from existing authority or as a new submission in the six-year capital improvements plan request.

A key initiative associated with the Capital Management Program is:

- Improving three-tiered training for employees using the System of Accounting and Reporting and Executive Information Systems.

## 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(s):* Making Government Work

*Manager(s):* Mohamed A. Mohamed, Director of Financial Operations, Office of Finance and Resource Management

*Supervisor(s):* Barbara Jumper, Associate Chief Financial Officer, Office of Finance and Resource Management

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	100
Actual	100	100	-	-	-

**Measure 1.2: Percentage of client agency complaints**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	3	3	3	3	3
Actual	1	1	-	-	-

Note: Agency adjusted FY 2003-2004 targets from 0 percent to 3 percent

**Measure 1.3: Shared Services: Number of "client offices served by OFRM"**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	8	21	26	26	-
Actual	21	21	-	-	-

Note: FY 2002 target has been adjusted from 19 to 21 at request of agency (2/19/02). FY 2003-2004 targets adjusted from 21 to 26 (12/30/02).

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	95	95	95	95	95
Actual	94	95	-	-	-

Note: OFRM has corrected historical data for FY 2000-2001. In addition, the agency has indicated the FY 2002-2004 targets should have been 95 percent rather than 100 percent (01/13/03).

**Measure 1.5: Number of monthly closings completed**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	12	12	12	12	12
Actual	12	12	-	-	-

Note: OFRM has corrected historical data for FY 2000-2001.

**Measure 1.6: Percent of Financial Reports submitted to agencies on time**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	100
Actual	100	100	-	-	-

Note: FY 2002 target has been adjusted from 99% to 100% at request of agency (1/14/02).

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	2.5	2	2	2	2
Actual	2.5	2	-	-	-

Note: OFRM indicated the FY 2002 target should have been two days instead of 2.5 days (01/13/03).

**Measure 1.8: Number of financial audits for Utility Accounts**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	4	4	4	4	4
Actual	4	2	-	-	-

Note: OFRM has corrected historical data for FY 2001, increasing the target and result from 1 to 4 audits (01/13/03).



# Office of Contracting and Procurement

www.ocp.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$12,634,462	\$12,205,119	-3.4

The mission of the Office of Contracting and Procurement (OCP) is to provide contracting services to agencies for the delivery of quality goods and services to the residents of the District of Columbia in a timely and cost-effective manner.

The OCP was established in 1996 by the Procurement Reform Act and serves as the District government's one-stop, centralized procurement agency. OCP is made up of a community of business professionals to provide clients with goods and services easily, legally, effectively and with timeliness. We actively part-

ner with our process partners to ensure that services are delivered and that procurement outcomes meet customer needs. We purchase goods and services including professional services, information technology, custodial services, food services, security services, utilities, and various capital goods. The OCP has an annual budget of more than \$12 million, and has an authorized FTE ceiling of 168 gross full-time equivalent positions. In addition, the OCP infrastructure includes two clusters that specialize in goods and services needed by the human services agencies, and public safety agencies. OCP also has specialized support units for legal and regulatory compliance, business operations, human resources and training, personal property, purchasing technologies, and Local Small Disadvantaged Business Enterprises (LSDBE).

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By 2005, the average processing time for awarding small purchases is 10 days or less.
- By 2005, the average processing time for awarding Invitation For Bid and Request for Proposal contracts is 90 and 150 days, respec-

### Did you know...

Telephone (202) 727-0252

Purchase cards have been distributed to 44 agencies, resulting in \$22.3 million in micro-purchases, and 45,000 card transactions.

The percentage of contracts approved within five days was increased from 71 percent to 87 percent.

Three commodity buying groups have been successfully implemented: capital projects, information technology, and Homeland Security.

Procurement training has been provided to more than 900 non-OCP District employees in basic procurement, Contracting Officer's Technical Training (COTR), as well as other subject areas.

## Where the Money Comes From

Table PO0-1 shows the sources of funding for the Office of Contracting and Procurement.

Table PO0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	12,717	12,999	12,389	11,789	-600	-4.8
<b>Total for General Fund</b>	<b>12,717</b>	<b>12,999</b>	<b>12,389</b>	<b>11,789</b>	<b>-600</b>	<b>-4.8</b>
Intra-District Fund	118	1,693	245	416	171	69.8
<b>Total for Intra-District Funds</b>	<b>118</b>	<b>1,693</b>	<b>245</b>	<b>416</b>	<b>171</b>	<b>69.8</b>
<b>Gross Funds</b>	<b>12,836</b>	<b>14,693</b>	<b>12,634</b>	<b>12,205</b>	<b>-429</b>	<b>-3.4</b>

## How the Money is Allocated

Tables PO0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table PO0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	8,628	8,711	9,260	9,358	99	1.1
12 Regular Pay - Other	4	142	0	0	0	0.0
13 Additional Gross Pay	187	57	100	0	-100	-100.0
14 Fringe Benefits - Curr Personnel	1,496	1,507	1,432	1,499	68	4.7
15 Overtime Pay	0	7	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>10,315</b>	<b>10,425</b>	<b>10,791</b>	<b>10,858</b>	<b>66</b>	<b>0.6</b>
20 Supplies and Materials	86	126	40	25	-15	-37.9
30 Energy, Comm. and Bldg Rentals	95	88	103	124	22	21.1
31 Telephone, Telegraph, Telegram, Etc	71	140	73	240	167	230.3
32 Rentals - Land and Structures	65	91	106	283	176	166.1
33 Janitorial Services	0	72	72	97	25	34.7
34 Security Services	0	101	109	138	29	27.0
40 Other Services and Charges	1,985	1,787	362	149	-214	-59.0
41 Contractual Services - Other	19	1,268	849	137	-713	-83.9
70 Equipment & Equipment Rental	200	596	130	156	27	20.4
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>2,521</b>	<b>4,267</b>	<b>1,843</b>	<b>1,347</b>	<b>-496</b>	<b>-26.9</b>
<b>Total Proposed Operating Budget</b>	<b>12,836</b>	<b>14,693</b>	<b>12,634</b>	<b>12,205</b>	<b>-429</b>	<b>-3.4</b>

Table P00-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	151	155	163	163	0	0.0
<b>Total for General Fund</b>	<b>151</b>	<b>155</b>	<b>163</b>	<b>163</b>	<b>0</b>	<b>0.0</b>
<b>Intra-District Funds</b>						
Intra-District Fund	3	3	3	5	2	66.7
<b>Total for Intra-District Funds</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>66.7</b>
<b>Total Proposed FTEs</b>	<b>154</b>	<b>158</b>	<b>166</b>	<b>168</b>	<b>2</b>	<b>1.2</b>

- tively.
- By 2005, implement five Integrated Product Teams (commodity buying groups).
  - By FY 2004, Service Level Agreements are in place on time for 95 percent of the agencies under the procurement authority of OCP.
  - By FY 2006, 70 percent of internal and external customers surveyed indicate a positive response with respect to access to and availability of procurement information.
  - By FY 2006, performance standards are established for 100 percent of OCP's contracting positions.
  - By FY 2006, OCP has a competency-based training and education workplace learning system that addresses documented employee skills gaps, continuing education needs and career development activities for all procurement personnel.

**Gross Funds**

The proposed budget is \$12,205,119, representing a decrease of 3.4 percent from the FY 2003 approved budget of \$12,634,462. There are 168 total FTEs for the agency, an increase of two, or 1.21 percent, from FY 2003.

**General Fund**

**Local Funds.** The proposed budget is \$11,789,165, a decrease of \$600,298 from the FY 2003 approved funding level of \$12,389,463. There are 163 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A reduction of \$104,584 in personal services based on the Schedule A requirement for salaries and fringe benefits.
- A net reduction of \$487,262 in nonpersonal services including a reduction of \$704,397 in contractual services primarily for information technology, which is partially offset by an increase of \$217,135 due to revisions in fixed cost requirements for energy, telecommunication, rent, janitorial and security services.
- A decrease of \$8,452 to reflect savings from reductions in contract costs.

**Intra-District Funds**

The proposed budget is \$415,954, an increase of \$170,955 over the FY 2003 approved budget of \$244,999. There are five FTEs supported by Intra-District sources, an increase of two over FY 2003. Intra-District will be used to support capital projects within the Office of the Chief Technology Officer.

Changes from the FY 2003 approved budget are:

- An increase of \$170,955 for two additional positions to provide capital contractual support to the Office of the Chief Technology Officer.

## Programs

The Office of Contracting and Procurement operates the following programs:

### Contracting

	FY 2003*	FY 2004
Budget	\$8,081,802	\$7,596,944
FTEs	112	115

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Contracting** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the program is to provide acquisition services to District gov-

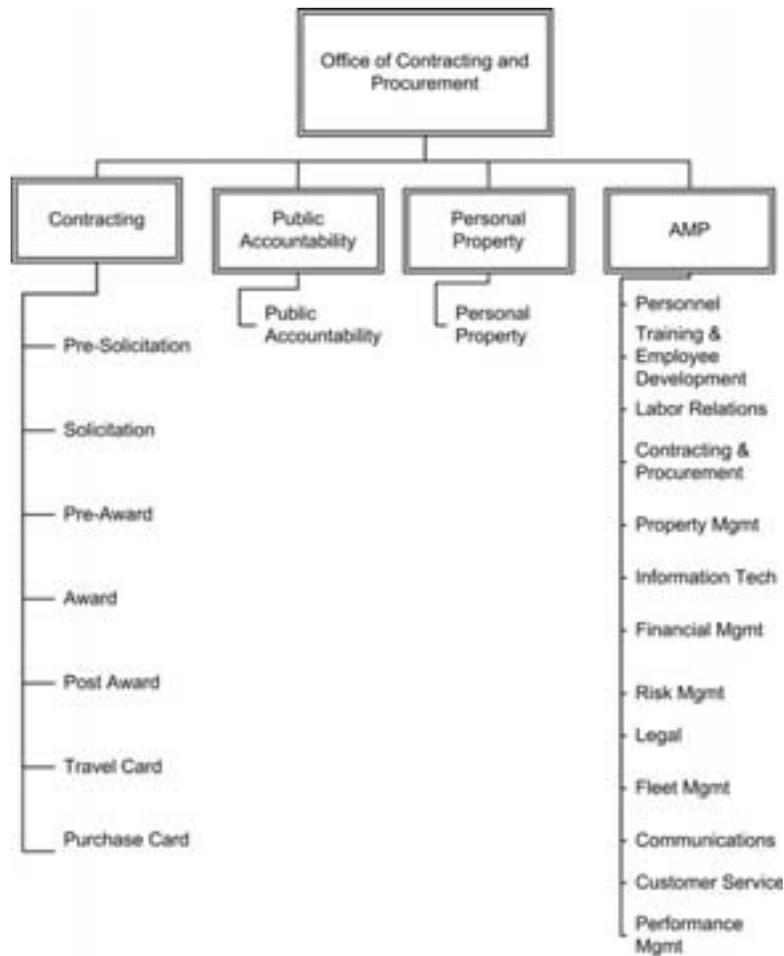
ernment agencies so they can have the supplies and services they need to achieve their missions.

This program has seven activities:

- Pre-solicitation - provides contracting management expertise and coordination to program managers so they can use the information to allocate resources and plan procurements in a timely manner.
- Solicitation - provides solicitation preparation and posting services to District agencies so they can acquire goods and services through a competitive process.
- Pre-award - provides Vendor Selection and Compliance Services to OCP Contracting Officers so they can make timely, cost-effective and defensible procurement decisions.

Figure P00-1

### Office of Contracting and Procurement



- Award - provides contract execution and delivery services to customer agencies so they can have the goods and/or services they need to fulfill their mission in a timely and cost-effective manner while supporting the use of local, small, and disadvantaged business enterprises (LSDBE).
- Post-award - provides contract administration, D.C. Supply Schedule, management and maintenance services to program managers so they can have the goods and services they need to fulfill their missions on a continuous basis.
- Travel Card - provides travel cards and support services to District agency personnel so they can make travel arrangements and payments in a seamless, expeditious, cost-effective and legal manner.
- Purchase Card - provides procurement card and support services to District Agency personnel so they can buy small dollar value goods and services expeditiously and in a cost-effective and legal manner.

Key initiatives associated with the Contracting program are:

- Implementing electronic procurement through the Administrative Services Modernization Program (ASMP).
- Expanding the D.C. Supply Schedule capacity and utilization.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

## Key Result Measures

### Program 1: Contracting

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Tracy Usry, Acting Deputy Chief Procurement Officer; Willard Walton, Assistant Director, Human Services Cluster; Gregory Dean, Associate Director of Purchasing Technologies; Brenda Tobe, Assistant Director Business Operations

*Supervisor(s):* Jacques Abadie III, Chief Procurement Officer

#### Measure 1.1: Percent of pre-solicitation services completed within 60 days of receipt of an acceptable Statement of Work (SOW)

	Fiscal Year	
	2004	2005
Target	50	60
Actual	-	-

#### Measure 1.2: Percent of targeted vendors responding to solicitations

	Fiscal Year	
	2004	2005
Target	40	50
Actual	-	-

#### Measure 1.3: Percent of procurement packages approved for award

	Fiscal Year	
	2004	2005
Target	70	80
Actual	-	-

#### Measure 1.4: Percent of goods and services provided within specified time frames

	Fiscal Year	
	2004	2005
Target	60	70
Actual	-	-

#### Measure 1.5: Percent of options exercised within specified time frames

	Fiscal Year	
	2004	2005
Target	50	65
Actual	-	-

#### Measure 1.6: Percent of travel cost savings attributable to travel card usage

	Fiscal Year	
	2004	2005
Target	5	7
Actual	-	-

#### Measure 1.7: Percent of cost savings attributable to purchase card usage

	Fiscal Year	
	2004	2005
Target	10	15
Actual	-	-

## Public Accountability

	FY 2003*	FY 2004
Budget	\$519,249	\$519,249
FTEs	6	6

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Public Accountability** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. This program has one activity

- Public Accountability - provides full disclosure of procurement information to the public so they can be informed that the procurement function is open, fair and impartial.

Key initiatives associated with the Public Accountability program are:

- Making current data on contracting forecasts, solicitations, awards, and other information available to the public on OCP's website and in hard copy.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 2: Public Accountability

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Janis Bolt, Associate Director, Supplier Relations and Communications

*Supervisor(s):* Jacques Abadie III, Chief Procurement Officer

**Measure 2.1: Percent of vendors surveyed who indicate OCP is open, fair and impartial regarding the procurement process**

	Fiscal Year	
	2004	2005
Target	30	50
Actual	-	-

## Personal Property Division

	FY 2003*	FY 2004
Budget	\$372,589	\$372,589
FTEs	8	8

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Personal Property** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. This program has one activity:

- Personal Property - provides personal property management, reutilization and disposal services to District agencies and eligible not-for-profits organizations so they can dispose of and acquire excess/surplus personal property.

Key initiatives associated with the Personal Property Division program are:

- Implementing a toner cartridge recycling program.
- Automating the personal property inventory system.
- Training of agency accountable property officers.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 3: Personal Property

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Canardo Richardson, Property Disposal Officer

*Supervisor(s):* Jacques Abadie III, Chief Procurement Officer

**Measure 3.1: Percent of District agency property disposal actions (PDA) completed within 5 days of receipt**

	Fiscal Year	
	2004	2005
Target	40	60
Actual	-	-

**Measure 3.2: Percent of District agencies and not-for-profits that received excess/surplus property transfer orders within 48 hours of request**

	Fiscal Year	
	2004	2005
Target	60	70
Actual	-	-

**Agency Management**

	FY 2003*	FY 2004
Budget	\$3,660,822	\$3,716,337
FTEs	40	39

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Agency Management** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the program is to provide the operational support to the agency so it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

A key initiative associated with the Agency Management program is:

- Implementing an internal Recommendation Tracking System to enhance compliance with audit recommendations.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 4: Agency Management**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Carliss Barnett, Acting Human Resources Manager; William Russell, Training Director; Donna Fortune, Program Manager, Procurement Administration; Dwayne Paxton, IT Services Program Manager; Tracy Usry, Acting Deputy CPO, Assistant Director Public Safety Cluster; Brenda Tobe, Assistant Director Business Operations; Nancy Haperman, General

Counsel; Janis Bolt, Associate Director  
*Supervisor(s):* Jacques Abadie III, Chief Procurement Officer

**Measure 4.1: Percent of OCP's activities with long-range IT plans**

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

**Measure 4.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

**Measure 4.3: Percent reduction of employee lost work-day injury cases agency-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)**

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

**Measure 4.4: Rating of 4-5 on all four telephone service quality criteria:**

**1) Courtesy, 2) Knowledge, 3) Etiquette, and 4) Overall Impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 4.5: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-



# Office of the Chief Technology Officer

www.octo.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$16,460,009	\$27,438,417	66.7

The mission of the Office of the Chief Technology Officer (OCTO) is to guide and leverage the District's investment in information technology (IT) and telecommunications systems so that the Mayor's strategic goals are advanced, District agencies and departments provide services more efficiently and effectively, and access to technology is expanded for all residents.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Establish the foundational management infrastructure for high-performance information technology that will be maintained over the long term.
- Build enabling IT infrastructure to establish the foundation of data access and communication needed to support District-wide applications.
- Develop and implement enterprise and business process applications District-wide and for individual or multiple agencies.
- Expand access to technology for all in the District residents, businesses, visitors, educational institutions, and neighborhoods - by integrating District-wide services and information and making e-government a reality.

## Did you know...

Telephone	(202) 727-2277
Number of agencies supported by OCTO	68
Number of agency and citywide IT projects supported by OCTO	154
DC Web Portal facts ( <a href="http://dc.gov">http://dc.gov</a> )	100,000+ pages with over 50 agency websites 256,000 average website hits per day
Website Awards for www.dc.gov	8th best overall metropolitan area 2002 NASCIO** Outstanding Achievement* Award for Digital Government: Government to Business
Number of government locations that will be connected by DCNet fiber-optic communication network	400+

\* Source: Brown University survey, Sept. 2002 \*\*National Association of State Chief Information Officers

## Where the Money Comes From

Table T00-1 shows the sources of funding for the Office of the Chief Technology Officer.

Table T00-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	11,264	13,896	13,907	15,799	1,892	13.6
Special Purpose Revenue Fund	9	2	14	0	-14	-100.0
<b>Total for General Fund</b>	<b>11,273</b>	<b>13,898</b>	<b>13,921</b>	<b>15,799</b>	<b>1,878</b>	<b>13.5</b>
Federal Payments	0	3,863	0	0	0	0.0
Federal Grant	2,405	-1,516	0	0	0	0.0
<b>Total for Federal Resources</b>	<b>2,405</b>	<b>2,347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
Intra-District Fund	9,512	11,511	2,539	11,640	9,101	358.4
<b>Total for Intra-District Funds</b>	<b>9,512</b>	<b>11,511</b>	<b>2,539</b>	<b>11,640</b>	<b>9,101</b>	<b>358.4</b>
<b>Gross Funds</b>	<b>23,189</b>	<b>27,756</b>	<b>16,460</b>	<b>27,438</b>	<b>10,978</b>	<b>66.7</b>

### Gross Funds

The proposed budget is \$27,438,417, representing a change of 66.7 percent from the FY 2003 approved budget of \$16,460,009. There are 135 total FTEs for the agency, an increase of 23 or 20.5 percent over the FY 2003 level.

### General Fund

**Local Funds.** The proposed budget is \$15,798,536, an increase of \$1,891,616 or 13.6 percent over the FY 2003 approved budget of \$13,906,920. There are 110 FTEs funded by local sources, an increase of 20 FTEs over the FY 2003 level.

Changes from the FY 2003 approved budget are:

- An net increase of \$1,521,007 in personal services that includes an enhancement, which redirected \$1,429,438 from nonpersonal services to fund 22 FTEs transferred out of the Intra-District fund, and a transfer in of \$91,569 and two FTEs from the Department of Human Services to support the operation of the Data Center.
- A net increase of \$3,237,141 in fixed costs based on revised projections from the Office of Finance and Resource Management for

energy, telecommunication, rent, janitorial and security services in FY 2004.

- A reduction of \$2,565,761 in other services is due in part to a redirection of \$1,429,438 to personal services and the balance to align with anticipated and projected spending in FY 2004.
- A net reduction of \$280,550 in contractual services and equipment is based on the delay of furniture purchase and reduced demand for contractual services in FY 2004.
- A decrease of \$20,221, to reflect savings from reduction in contractual services.

### Intra-District

**Intra-District Funds.** The proposed budget is \$11,639,881, an increase of \$9,100,792 or 358 percent over the FY 2003 approved budget of \$2,539,089. These funds primarily support OCTO's two data centers.

Changes from the FY 2003 approved budget are:

- An increase of \$8,408,431 for an MOU agreement with DHS for data center operations.
- An increase of \$281,914 for existing data center Intra-District arrangements supporting data center operations.

## How the Money is Allocated

Tables T00-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table T00-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	4,873	6,769	6,447	8,104	1,657	25.7
12 Regular Pay - Other	239	37	20	0	-20	-100.0
13 Additional Gross Pay	247	77	242	0	-242	-100.0
14 Fringe Benefits - Curr Personnel	743	983	949	1,673	724	76.4
15 Overtime Pay	0	148	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>6,101</b>	<b>8,013</b>	<b>7,658</b>	<b>9,777</b>	<b>2,119</b>	<b>27.7</b>
20 Supplies and Materials	-64	233	358	434	76	21.3
30 Energy, Comm. And Bldg Rentals	-456	184	261	307	46	17.7
31 Telephone, Telegraph, Telegram, Etc	828	447	635	1,042	407	64.0
32 Rentals - Land And Structures	397	98	188	3,366	3,178	1,690.1
33 Janitorial Services	9	0	85	315	230	271.5
34 Security Services	0	0	161	401	240	149.2
40 Other Services And Charges	3,995	2,306	5,578	1,945	-3,632	-65.1
41 Contractual Services - Other	11,943	16,346	942	9,098	8,155	865.5
60 Land And Buildings	0	-1	0	0	0	0.0
70 Equipment & Equipment Rental	436	129	594	754	159	26.8
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>17,088</b>	<b>19,743</b>	<b>8,802</b>	<b>17,662</b>	<b>8,860</b>	<b>100.7</b>
<b>Total Proposed Operating Budget</b>	<b>23,189</b>	<b>27,756</b>	<b>16,460</b>	<b>27,438</b>	<b>10,978</b>	<b>66.7</b>

Table T00-3

### FY 2004 Full-Time Equivalent Employment Levels

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	79	88	90	110	20	22.2
<b>Total for General Fund</b>	<b>79</b>	<b>88</b>	<b>90</b>	<b>110</b>	<b>20</b>	<b>22.2</b>
<b>Intra-District Funds</b>						
Intra-District Fund	0	0	22	25	3	13.6
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>25</b>	<b>3</b>	<b>13.6</b>
<b>Total Proposed FTEs</b>	<b>79</b>	<b>88</b>	<b>112</b>	<b>135</b>	<b>23</b>	<b>20.5</b>

- An increase of \$410,447 for new MOU agreements with various District agencies to reimburse OCTO for salaries for agency liaisons providing project management services.

## Programs

The Office of the Chief Technology Officer is committed to the following programs:

## Enterprise Systems

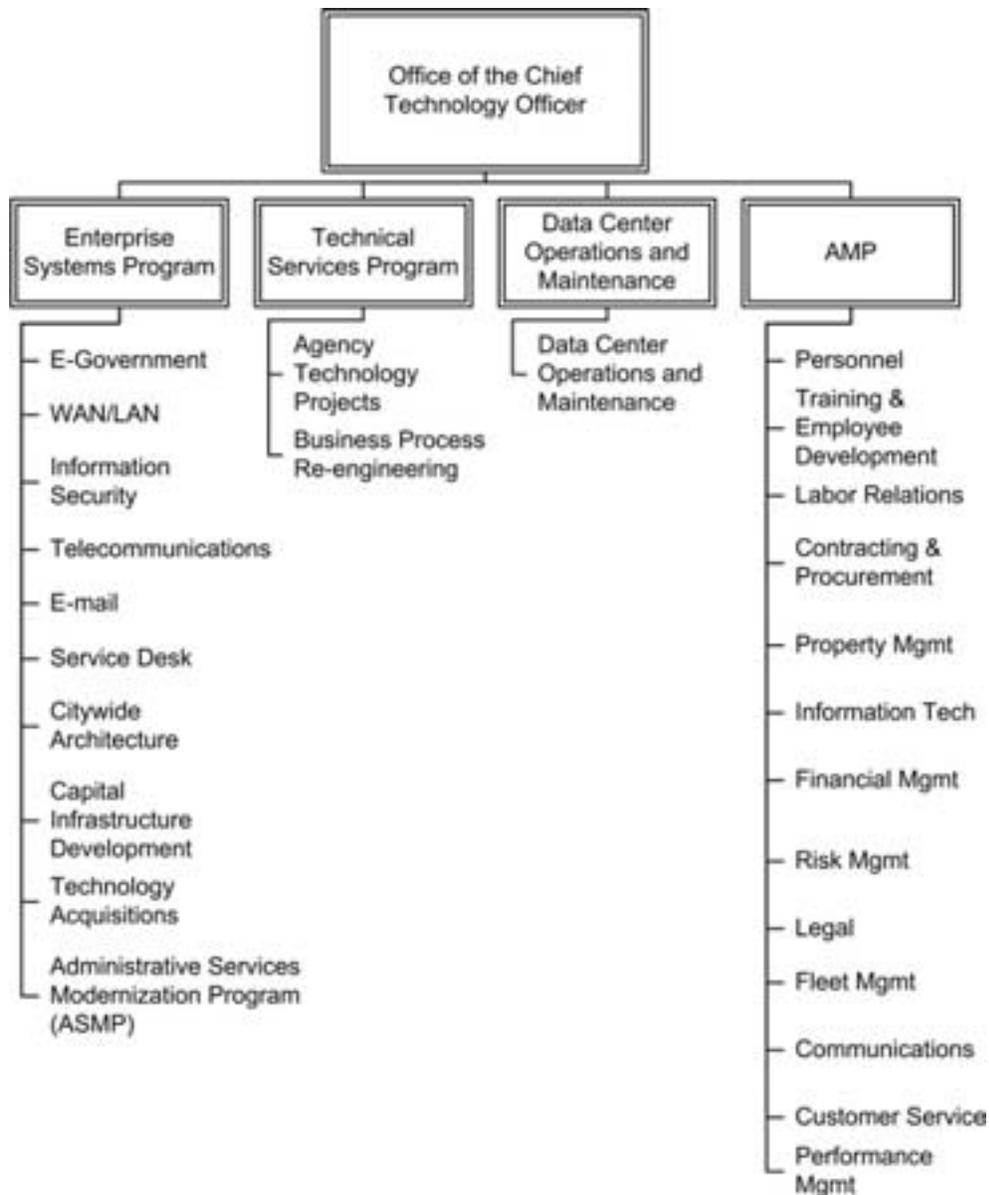
	FY 2003*	FY 2004
Budget	\$3,067,868	\$5,522,201
FTEs	--	29

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The purpose of the Enterprise Systems program is to build an integrated technology culture and to select and develop information technologies

Figure T00-1

## Office of the Chief Technology Officer



that enable and support critical District-wide functions, cross-cutting agency business processes and activities. This program has 10 activities:

- E-Government - This provided Web-enabled infrastructure, policy guidelines and services to District agencies so that District residents, businesses and visitors have consistent online, 24/7 access to updated/current information and the ability to transact business electronically with the District government.
- E-Mail - This provides enterprise-wide e-mail services to District agencies, so they can communicate using a full-featured, reliable, secure and cost-efficient messaging environment.
- Technology Acquisition - This provides IT planning, budgeting and procurement services to all District agencies to enable them to make informed technology decisions and to maximize the District's purchasing power and IT investments.
- Information Security - This provides information security services, including policies, plans and infrastructure to all agencies and externally connected entities so they can conduct their business with the assurance of confidentiality, integrity, and the availability of their IT infrastructure.
- Service Desk - This provides help desk, desktop and other IT end user device services to IT users so they can have a productive, available, reliable, and cost-effective desktop.
- Telecommunications - This provides voice telephone support services to all District agencies so they can have a one-stop solution providing the best product that is reliable and meets their business needs at the lowest cost and with the production of accurate bills.
- Citywide Architecture - This provides leadership, policy, technical guidance and operational support services to agencies' IT and telecommunication personnel so they can increase application reliability, broaden access to citywide data in a supported architecture, and decrease the cost of implementing and maintaining applications.
- Administrative Services Modernization Program (ASMP) - This replaces, modernizes, and integrates core, enterprise-wide

administrative systems so that agencies with key citywide administrative functions can leverage resources, streamline operations, cut costs, and deliver services more efficiently and effectively to all agencies.

- Wide Area Network(WAN)/Local Area Network (LAN) - This provides data connection services to District agencies so they can access their networked services, such as business applications, e-mail and the Internet, in a cost-effective, reliable and secure environment.
- Capital Infrastructure Development - This provides enterprise project identification, management, execution and transitional services to District government agencies so they can have citywide applications enabling new business processes, efficiencies, and higher customer service levels.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 1: Enterprise Systems Program

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Adam Rubinson; Cliff Brock; Gerry Roth; Peter Roy

*Supervisor(s):* Suzanne Peck, Chief Technology Officer

#### Measure 1.1: Percent of the static content on District agency websites migrated to a dynamic content management system

	Fiscal Year	
	2004	2005
Target	50	60
Actual	-	-

#### Measure 1.2: Percent of DMV Online Project, including previously planned revisions and enhancements, completed

	Fiscal Year	
	2004	2005
Target	90	100
Actual	-	-

**Measure 1.3: Percent of construction completed on Unified Communications Center (UCC)**

	Fiscal Year	
	2004	2005
Target	100	-
Actual	-	-

Note: UCC construction projected to be completed in FY 2004.

**Measure 1.4: Number of new information and service delivery features launched on the District website**

	Fiscal Year	
	2004	2005
Target	20	20
Actual	-	-

Note: Measure 1.4 previously appeared as Measure 3.2.

**Measure 1.5: Percent of mission-critical agencies in compliance with published District IT hardware/software standards**

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

**Technical Services**

	FY 2003*	FY 2004
Budget	\$3,129,621	\$2,734,879
FTEs	--	29

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Technical Services** program provides project management and business consulting services, and business application support to agencies so that they can effectively develop and maintain new IT applications and improve service delivery through effective integration of technology solutions.

These services are provided through the Technical Services Program's two activities:

- Agency Technology Projects - This provides project identification, management, execution and transitional services to District government agencies so they can have citywide applications enabling new business processes, efficiencies, and higher customer service levels.
- Business Process Re-Engineering (BPR) - This provides business consulting services to agencies so they can improve service delivery

through process improvements and the effective integration of technology.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 2: Technology Services Program**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Gerry Roth; Doug Kuhn; Cliff Brock

*Supervisor(s):* Suzanne Peck, Chief Technology Officer

**Measure 2.1: Percent of agency or multi-agency non-infrastructure capital IT projects utilizing BPR services (of agencies that have requested BPR services)**

	Fiscal Year	
	2004	2005
Target	60	70
Actual	-	-

**Measure 2.2: Percent of enterprise technology projects that meet budget, schedule and business requirements, within 10 percent of base project scope, excluding change orders**

	Fiscal Year	
	2004	2005
Target	85	85
Actual	-	-

**Measure 2.3: Percent of major IT projects that are managed by qualified, professional District employees**

	Fiscal Year	
	2004	2005
Target	50	60
Actual	-	-

**Data Center Operations and Maintenance**

	FY 2003*	FY 2004
Budget	\$8,112,925	\$16,602,780
FTEs	--	63

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Data Center Operations and Maintenance** program provides application hosting services to District agencies so that agencies can focus on their core business and mission while running

applications, storing and accessing data in a secure, stable, reliable and a cost-effective environment.

There is one activity in this program:

- Data Center Operations and Maintenance - This activity provides application hosting services to District agencies. By doing so, agencies can focus on their core business and mission, while running applications, storing and accessing data in a secure, stable, reliable and a cost-effective environment.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 3: Data Center Operations and Maintenance

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Cliff Brock

*Supervisor(s):* Suzanne Peck, Chief Technology Officer

#### Measure 3.1: Percent of District-wide server consolidation complete

	Fiscal Year	
	2004	2005
Target	75	100
Actual	-	-

Note: Measure 3.2 previously appeared as Measure 2.5.

#### Measure 3.2: Percent of application response times that fall within established standards

	Fiscal Year	
	2004	2005
Target	50	75
Actual	-	-

### Agency Management

	FY 2003*	FY 2004
Budget	\$2,149,595	\$2,578,557
FTEs	--	14

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve

operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 4: Agency Management Program

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Janet Mahaney; Bruce Witty; Linda Argo; Cliff Brock; Kim Agosto; Gerry Roth; Christina Fleps; Peter Roy; Adam Rubinson; Doug Kuhn; Libby Clapp

*Supervisor(s):* Suzanne Peck, Chief Technology Officer

#### Measure 4.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year	
	2004	2005
Target	-	-
Actual	-	-

Note: Agencies are establishing their cost-saving projects during the second-third quarters of FY 2003.

#### Measure 4.2: Percent of OCTO's activities with long-range IT plans

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

#### Measure 4.3: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

#### Measure 4.4: Percent reduction of employee lost work-day injury cases agency-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

**Measure 4.5: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 4.6: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

# Office of Property Management

www.opm.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$45,385,383	\$56,913,040	25.4

The mission of the Office of Property Management (OPM) is to provide a work environment of the highest quality, and to ensure that District facilities are user friendly. OPM's overarching vision is to be the trusted real estate advisor and asset manager for the District of Columbia, and to maximize the value of property assets through coordination, strategic planning, financial management, business process improvement, and outreach efforts. The core values that infuse our efforts are quality, integrity, a sense of community and a genuine commitment to people.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By 2004, perform an assessment analysis of current District operational costs and compare findings against current industry benchmark standards.
- By 2004, report on the overall percent of customers satisfied with swing space allocations;

## Did you know...

Repairs and improvement services consist of: electrical, heating, air-conditioning, welding, plumbing, carpentry, masonry, blacksmithing and painting.

Building operation and maintenance services include: Engineering, janitorial, landscaping, window washing, minor repairs and non-structural improvements.

timeliness of buildouts and moves; appropriateness of space, and overall agency satisfaction with the total relocation process. An overall satisfaction level of 70 percent is to be achieved for OPM to be regarded as successful. (Subject to space availability and funding.)

- By 2004, establish baseline on the percentage of capital construction projects completed on time and within budget, as well as a baseline to determine the percentage reduction in the dollar value of change orders associated with the design of capital construction projects. The agency's target is to reduce its current 10 percent level to 15 percent.
- By 2004, OPM will begin to report on the percentage of monthly-certified invoices

## Where the Money Comes From

Table AM0-1 shows the sources of funding for the Office of Property Management.

Table AM0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	12,511	6,747	7,195	11,534	4,339	60.3
Special Purpose Revenue Fund	11,032	7,493	1,694	3,800	2,106	124.4
<b>Total for General Fund</b>	<b>23,543</b>	<b>14,240</b>	<b>8,889</b>	<b>15,334</b>	<b>6,445</b>	<b>72.5</b>
Federal Payments	0	637	0	0	0	0.0
<b>Total for Federal Resources</b>	<b>0</b>	<b>637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
Intra-District Fund	35,969	36,390	36,496	41,579	5,082	13.9
<b>Total for Intra-District Funds</b>	<b>35,969</b>	<b>36,390</b>	<b>36,496</b>	<b>41,579</b>	<b>5,082</b>	<b>13.9</b>
<b>Gross Funds</b>	<b>59,513</b>	<b>51,267</b>	<b>45,385</b>	<b>56,913</b>	<b>11,528</b>	<b>25.4</b>

process and payment transfers to the Office of Finance and Resource Management (OFRM) within 25 days of date of receipt on energy-based commodities consumption.

- By 2004, OPM will have created a lease administration unit and reduced the percentage of outstanding rent collections receivable by a minimum of five percent annually in support of agency operational efforts to correspond to industry best practices.
- By 2004, OPM will produce the first annual report on the percentage of vendors in compliance with OPM occupancy requirements.
- By 2004, OPM will report annual percentages of District owned/leased facilities with fully operational office recycling programs.
- By 2004, OPM will acquire, will replace or relocate 18 operational locations, on time and within budget, for the government agencies listed below (All operational locations activities are subject to funding and real estate/space availability, and DC Council approval when applicable.):
  - DPW Impoundment Lot Site (Subject to and pending District Council approval)
  - Government Centers (As of FY 04, two

locations).

- Department of Employment Services - One Stop Service Centers
- Public Service Commission

#### Backfills:

- Risk Management
  - Executive Office of the Mayor
    - Commission on National Community Services
    - Commission for Women
    - Mayor's Mental Health Planning Council
    - Mayor's Health Policy Council
  - Support Services
  - Office of the Chief Technology Officer
  - Office of Financial Resource Management
  - Local Business Development
  - Office of Zoning
  - Criminal Justice Coordinating Counsel
  - Office of Property Management
  - D.C. Treasurer
- By 2005, OPM will report on new revised targets on the FY04 baseline that track the percentage of scheduled building repairs and

## How the Money is Allocated

Tables AM0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AM0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	8,753	8,677	10,361	12,231	1,870	18.0
12 Regular Pay - Other	2	0	0	0	0	0.0
13 Additional Gross Pay	824	155	534	425	-109	-20.4
14 Fringe Benefits - Curr Personnel	1,517	1,586	1,940	2,080	140	7.2
15 Overtime Pay	0	371	0	560	560	-
<b>Subtotal Personal Services (PS)</b>	<b>11,096</b>	<b>10,790</b>	<b>12,835</b>	<b>15,296</b>	<b>2,461</b>	<b>19.2</b>
20 Supplies and Materials	560	434	761	698	-63	-8.3
30 Energy, Comm. And Bldg Rentals	580	166	187	1,780	1,593	853.4
31 Telephone, Telegraph, Telegram, Etc	109	284	512	816	304	59.4
32 Rentals - Land And Structures	562	7,454	1,759	2,458	699	39.7
33 Janitorial Services	-39	163	115	153	37	32.1
34 Security Services	0	202	216	256	39	18.1
40 Other Services And Charges	2,294	2,654	2,193	2,389	197	9.0
41 Contractual Services - Other	43,499	28,652	26,757	32,386	5,628	21.0
70 Equipment & Equipment Rental	202	470	50	682	632	1,263.1
91 Expense Not Budgeted Others	649	0	0	0	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>48,416</b>	<b>40,477</b>	<b>32,550</b>	<b>41,617</b>	<b>9,066</b>	<b>27.9</b>
<b>Total Proposed Operating Budget</b>	<b>59,513</b>	<b>51,267</b>	<b>45,385</b>	<b>56,913</b>	<b>11,528</b>	<b>25.4</b>

Table AM0-3

### FY 2004 Full-Time Equivalent Employment Levels

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	42	56	55	92	37	67.3
Special Purpose Revenue Fund	0	1	5	5	0	0.0
<b>Total for General Fund</b>	<b>42</b>	<b>57</b>	<b>60</b>	<b>97</b>	<b>37</b>	<b>61.7</b>
<b>Intra-District Funds</b>						
Intra-District Fund	129	133	186	169	-17	-9.1
<b>Total for Intra-District Funds</b>	<b>129</b>	<b>133</b>	<b>186</b>	<b>169</b>	<b>-17</b>	<b>-9.1</b>
<b>Total Proposed FTEs</b>	<b>170</b>	<b>190</b>	<b>246</b>	<b>266</b>	<b>20</b>	<b>8.1</b>

maintenance projects completed on time and within budget.

- By 2005, report on the percentage of government agencies experiencing relocations or realignments that meet the minimum furniture and space allocation needs.
- By 2005, the Archibus database will include 100 percent of the required information regarding buildings owned and leased by the District.

### Gross Funds

The proposed budget is \$56,913,040, representing an increase of 25.4 percent from the FY 2003 approved budget of \$45,385,383. There are 266 total FTEs for the agency, an increase of 20, or 8.1 percent, from FY 2003.

### General Fund

**Local Funds.** The proposed budget is \$11,534,343, an increase of \$4,339,022 over the

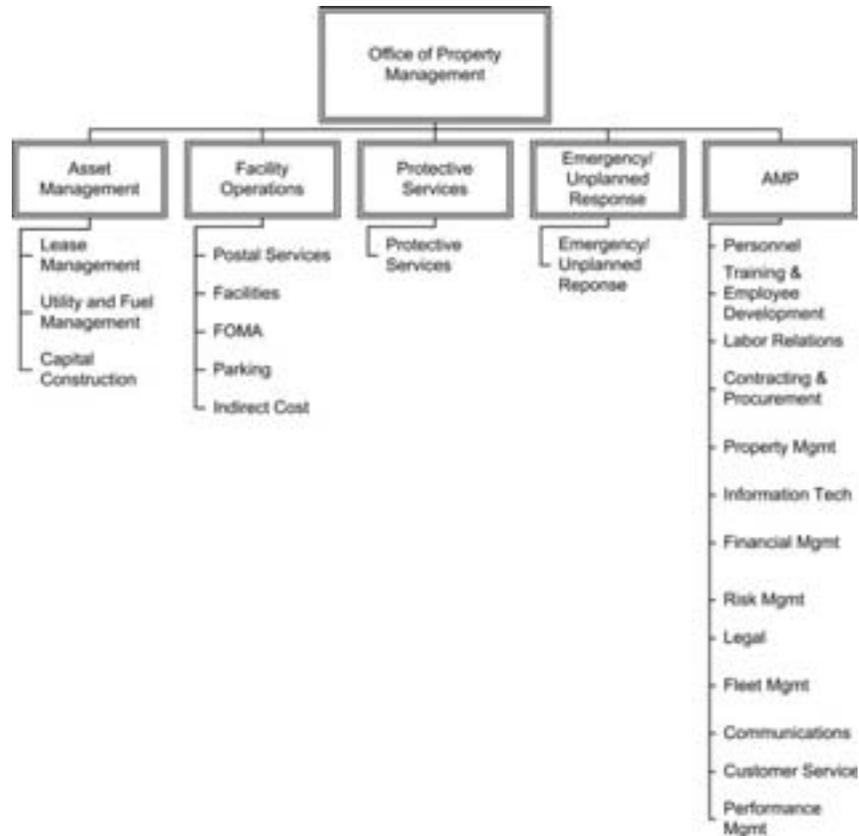
FY 2003 approved budget of \$7,195,321. There are 92 FTEs funded by local sources, an increase of 37 FTEs over FY 2003. The increase in FTEs is attributed to a transfer-in of 28 facility management positions and nine protective services positions from D.C. General Hospital (DCGH) facilities under the Department of Health's (DOH) Facility Management Division to OPM.

Changes from the FY 2003 approved budget:

- A net increase of \$1,661,802 in personal services that include an enhancement of \$2,179,330 for the transfer-in of DCGH FTEs and associated funding to OPM offset by a decrease of \$517,528 based on the Schedule A requirements for salaries, fringe benefits, and overtime.
- A net increase of \$2,796,410 in nonpersonal services that reflects an enhancement of \$2,831,711 for the transfer-in of DCGH facilities to OPM, which is partially offset by

Figure AM0-1

### Office of Property Management



a decrease of \$35,301 in other expenditure categories based on historical spending and anticipated costs for FY 2004. The enhancement primarily covers fixed cost requirements for energy, telecommunications, janitorial and security services.

- A decrease of \$87,190 to reflect savings from reductions in contract costs.
- A decrease of \$32,000 to reflect savings attributable to agencies' hiring freezes.

**Special Purpose Revenue Funds.** The proposed Special Purpose Revenue Funds budget is \$3,800,000, an increase of \$2,106,402 over the FY 2003 approved budget of \$1,693,598. There are five FTEs funded by Special Purpose Revenue sources, which represents no change from FY 2003. The revenue sources for Special Purpose Revenue are out-lease rentals and parking fees.

Changes from the FY 2003 approved budget:

- An increase of \$62,076 in personal services to fully fund the Schedule A requirement for salaries, fringe benefits, and overtime.
- A net increase of \$2,044,326 in nonpersonal services primarily in supplies, rent, equipment and contractual services for the ongoing operation and maintenance of facilities.

### Intra-District

The proposed budget is \$41,578,697, an increase of \$5,082,233 over the FY 2003 approved budget of \$36,496,464. Of the Intra-District budget, personal services is \$9,498,802 and nonpersonal services is \$32,079,895. There are 169 FTEs funded by Intra-District sources, a decrease of 17 FTEs from FY 2003. The decrease in FTEs reflects unfunded positions that will be eliminated in FY 2004. Nonpersonal services increased by \$4,312,616 due primarily to additional requirements for fixed and indirect costs that will be billed to District agencies.

Changes from the FY 2003 approved budget:

- An increase of \$769,617 in personal services to fully fund the Schedule A requirement for salaries, fringe benefits and overtime.

- An increase of \$4,650,858 in contractual services based on anticipated fixed costs billed to District agencies.
- A net reduction of \$338,242 in other nonpersonal services including supplies and other services.

## Programs

The Office of Property Management operates the following programs:

### Asset Management

	FY 2003*	FY 2004
Budget	\$13,723,663	\$17,421,079
FTEs	53	53

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Asset Management** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the program is to provide real property asset management services to District agencies so they can work in functional, appropriate settings. This program has three activities:

- Lease Management - provides space location and space management services for District agencies in both owned and leased buildings so they can work in the most appropriate available environment.
- Utility and Fuel Management - provides utility and fuel purchasing, forecasting and certification services to District agencies and tenants so they can maintain continuous utility and fuel service.
- Capital Construction - provides construction project management services to District agencies so they can have new and renovated structures and facilities that are delivered on time, within budget, and according to agreed upon design specifications.

Key initiatives associated with the Asset Management program are:

- Achieve 80 percent of customers reporting that space located and provided by OPM

enables them to work in an environment that assists the customer agency in fulfilling its mission.

- Acquiring, replacing or relocating 18 operational locations for selected government agencies on time and within budget by 2004.
- Complete 85 percent of capital construction projects on time, within budget, and to design specifications.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 1: Asset Management

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Marceline Alexander, Deputy Director; Troye Macarthy, Chief of Staff; Kris Krishnamurthy, Chief of Capitol Construction Services Administration

*Supervisor(s):* Timothy Dimond, Director

**Measure 1.1: Percent of customers reporting that space located and provided by OPM enables them to work in an environment that assists the customer agency in fulfilling its mission**

	Fiscal Year	
	2004	2005
Target	80	85
Actual	-	-

**Measure 1.2: Percentage of certified invoices process and payment transferred to OFRM within 25 days of date receipt**

	Fiscal Year	
	2004	2005
Target	95	100
Actual	-	-

**Measure 1.3: Percent reduction percent in average time it takes to design, procure, manage and implement a capital construction project**

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

**Measure 1.4: Percentage of Capital Construction projects completed on time and within budget**

	Fiscal Year	
	2004	2005
Target	95	100
Actual	-	-

**Measure 1.5: Percent reduction in the dollar value of change orders associated with the design of capital construction projects**

	Fiscal Year	
	2004	2005
Target	20	15
Actual	-	-

### Facility Operations

	FY 2003*	FY 2004
Budget	\$13,702,890	\$16,430,236
FTEs	89	116

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Facility Operations** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the program is to provide contracted custodial, repair and maintenance services to District agencies so they can work in a clean, safe and operational environment. This program has five activities:

A key initiative associated with the Facility Management program is:

- Postal Services - provides postal delivery services to District agencies so they can have timely delivery of incoming and outgoing mail.
- Facilities - provides contracted custodial and mechanical services to District agencies so they can work in an environment that is clean, free of pests and trash, and well maintained.
- Facilities Operation and Maintenance Administration (FOMA) - provides building repair and maintenance services to District agencies so they can work in a safe and operational environment within OPM cost estimates.
- Parking - provides parking space allocation and parking revenue monitoring services to the District in order to maximize parking revenue.
- Indirect Cost - provides building security and maintenance related services to agencies that receive federal grants for programs requiring additional space.

Key initiatives associated with the Facilities Operations program are:

- Cleaning 80 percent of buildings to contract standards.
- Achieving a 35 percent increase in the annual recycling rate.
- Delivering 85 percent of mail processed from Intra-District, USPS and other private mail carriers within 24 hours.
- Completing 70 percent of scheduled building repairs and maintenance projects on time and within budget.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 2: Facility Operations

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Iris Proctor, Associate Administrator for Facility Management; Alyssa Turner, Project Specialist; Phyllis David, Project Specialist; Leon Walker, Building Manager; Nejat Rasson, Acting Facility Operations and Maintenance Manager

*Supervisor(s):* Timothy Dimond, Director; Marceline Alexander, Deputy Director

#### Measure 2.1: Percent of mail processed from Intra-District, USPS and other private mail carriers delivered within 24 hours

	Fiscal Year	
	2004	2005
Target	90	95
Actual	-	-

#### Measure 2.2: Reduction in the percentage of outstanding rent collections receivable balance of overdue rent revenues accrued from delinquent and non-delinquent tenant accounts

	Fiscal Year	
	2004	2005
Target	15	10
Actual	-	-

#### Measure 2.3: Percentage of emergency repairs responded within 24 hours and resolved

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

#### Measure 2.4: Percent change in parking revenue realized per FY

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

#### Measure 2.5: Parking space occupancy rate per FY

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

### Protective Services

	FY 2003*	FY 2004
Budget	\$16,318,901	\$20,060,489
FTEs	88	81

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Protective Services** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the program is to provide 24-hour security services to District agencies and employees to ensure continued government operations by protecting employees, resources and facilities.

This program has one activity:

- Protective Services - provides 24-hour security services to District agencies and employees in order to ensure continued government operations by protecting employees, resources and facilities.

Key initiatives associated with the Protective Services program are:

- Implementing 90 percent of street security design and protocol at the John A. Wilson building.
- Establishing that 90 percent of guards are in compliance with established standards.
- Responding to 95 percent of incidents/alarms within 20 minutes.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 3: Protective Services**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Thomas Francis, Chief, Protective Services; Arnold Bracey, Deputy Chief, Contracts Branch

*Supervisor(s):* Timothy Dimond, Director; Marceline Alexander, Deputy Director

**Measure 3.1: Percent of guards in compliance with established standards**

	Fiscal Year	
	2004	2005
Target	90	100
Actual	-	-

**Measure 3.2: Percent of incidents/alarms responded to within 20 minutes**

	Fiscal Year	
	2004	2005
Target	95	100
Actual	-	-

**Emergency/Unscheduled Response**

	FY 2003*	FY 2004
Budget	\$0	\$0
FTEs	0	0

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Emergency/Unscheduled Response** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of program is to provide district-owned asset emergency repairs, unplanned bill payments, and emergency security services for District employees so they can live in a healthy and safe environment. This program has one activity:

- Emergency Response - provides district-owned asset emergency repairs, unplanned bill payments, and emergency security services for District employees so they can live in a healthy and safe environment.

Key initiatives associated with the Emergency/Unscheduled Response program are:

- Responding to 80 percent of asset management emergency repairs within 24 hours.
- Responding to 85 percent of non-asset management emergency incidents/alarms within 20 minutes.

**Key Result Measures**

**Program 4: Emergency/Unplanned Response**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Timothy Dimond, Director; Thomas Francis, Chief, Protective Services; Nejat Rasson, Associate Administrator for Facility Management; Kit Read, Facilities Coordinator; Troye Macarthy, Chief of Staff; Iris Proctor, Associate Administrator for Facility Management

*Supervisor(s):* Timothy Dimond, Director; Marceline Alexander, Deputy Director;

**Measure 4.1: Percent of emergency repairs responded to within 24 hours**

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

Note: Funding for this program is contingent on an applicable emergency.

**Agency Management**

	FY 2003*	FY 2004
Budget	\$1,639,929	\$3,001,236
FTEs	16	16

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Agency Management** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Key initiatives associated with the Agency Management program are:

- Responding to 75 percent of service requests within two business days.
- Completing 70 percent of customer service delivery cost-saving projects and/or workplace improvement projects.
- Resolving 85 percent of quality data problems within thirty days of identification by agency staff, deputy mayor, Office of the City Administrator or other reviewing bodies.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 5: Agency Management**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Timothy Dimond, Director;  
 Marceline Alexander, Deputy Director;  
 Troye Macarthy, Chief of Staff; Susan Riley,  
 Special Assistant

*Supervisor(s):* Timothy Dimond, Director

**Measure 5.1: Dollars saved by agency-based labor management partnership project(s)**

	Fiscal Year	
	2004	2005
Target	-	-
Actual	-	-

Note: Agencies are establishing their cost-saving projects during the second-third quarters of FY 2003.

**Measure 5.2: Percent of OPM's activities with long-range IT plans**

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

**Measure 5.3: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

**Measure 5.4: Percent reduction of employee lost work-**

**day injury cases agency-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)**

	Fiscal Year	
	2004	2005
Target	-10	-10
Actual	-	-

**Measure 5.5: Rating of 4-5 on all four telephone service quality criteria:**

**1) Courtesy, 2) Knowledge, 3) Etiquette, and 4) Overall Impression**

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

**Measure 5.6: Percent of Key Result Measures achieved**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-



# Contract Appeals Board

www.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$746,393	\$756,055	1.3

The mission of the Contract Appeals Board is to provide an impartial, expeditious, inexpensive, and knowledgeable forum for hearing and resolving contractual disputes and protests between the District and contractors.

Originally established by D.C. Reorganization Order 29 in 1953 to resolve disputes between contractors and the District, the board had its jurisdiction statutorily re-established and enhanced by the Procurement Practices Act of 1985 (PPA), which is now codified as amended at Title 2, Chapter 3, Unit A of the D.C. Code (2001). Effective in 1986, the PPA defined the board's jurisdiction to include review of protests of contract solicitations and awards, contracting officer final decisions on contractor claims, and debarment and suspension determinations. In 1997, the Procurement Reform Amendment Act augmented the scope of the PPA and the jurisdiction of the board to include hearing and

resolving contract disputes for most independent District agencies. Agencies exempt from the PPA may have the board resolve their contract disputes and protests.

There are three mayorally appointed Administrative Judges, one of whom is designated as Chief Administrative Judge. Pursuant to the PPA, as currently amended, this quasi-judicial body has exclusive jurisdiction to hear and resolve: (1) protests of District contract solicitations and awards; (2) appeals of contracting officer final decisions brought by contractors against the District; (3) claims by the District against contractors; (4) appeals by contractors of suspensions or debarments; and (5) appeals of interest payment claims under the Quick Payment Act.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Provide impartial, expeditious, and cost-effective review and resolution of contract disputes between the District and the contracting communities.
- Continue comprehensive electronic filing of case pleadings.
- Begin electronic archiving of closed cases.

### Did you know...

The Procurement Practices Act requires the Administrative Judges of the Contract Appeals Board to have experience in public contract law.

The three board judges have more than 90 years of experience in public contract law.

The Contract Appeals Board was the first administrative tribunal in the U.S. to establish comprehensive electronic case filing in all of its cases.

## Where the Money Comes From

Table AF0-1 shows the sources of funding for the Contract Appeals Board

Table AF0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	738	676	746	756	10	1.3
<b>Total for General Fund</b>	<b>738</b>	<b>676</b>	<b>746</b>	<b>756</b>	<b>10</b>	<b>1.3</b>
<b>Gross Funds</b>	<b>738</b>	<b>676</b>	<b>746</b>	<b>756</b>	<b>10</b>	<b>1.3</b>

## How the Money is Allocated

Tables AF0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AF0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	376	183	492	492	0	0.0
12 Regular Pay - Other	111	241	0	0	0	0.0
13 Additional Gross Pay	9	22	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	71	58	67	78	11	15.6
<b>Subtotal Personal Services (PS)</b>	<b>566</b>	<b>504</b>	<b>559</b>	<b>570</b>	<b>11</b>	<b>1.9</b>
20 Supplies and Materials	6	5	7	6	-1	-21.1
31 Telephone, Telegraph, Telegram, Etc	4	5	5	5	0	-5.4
32 Rentals - Land and Structures	139	134	158	147	-11	-6.7
34 Security Services	0	2	3	3	0	4.4
40 Other Services and Charges	5	18	10	11	1	7.8
70 Equipment & Equipment Rental	16	8	4	15	11	262.5
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>171</b>	<b>172</b>	<b>187</b>	<b>186</b>	<b>-1</b>	<b>-0.5</b>
<b>Total Proposed Operating Budget</b>	<b>738</b>	<b>676</b>	<b>746</b>	<b>756</b>	<b>10</b>	<b>1.3</b>

Table AF0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	6	5	6	6	0	0.0
<b>Total for General Fund</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$756,055, representing an increase of 1.3 percent over the FY 2003 approved budget of \$746,393. There are six total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds:** The proposed budget is \$756,055, an increase of \$9,662 over the FY 2003 approved budget of \$746,393. There are six FTEs funded

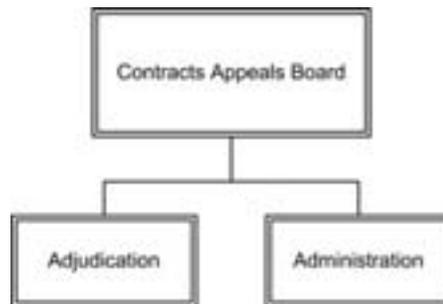
by local sources, representing no change from FY 2003.

Changes from FY 2003 approved budget are:

- A redirection of \$10,540 from rent to personal services to fully fund the Schedule A requirement for fringe benefits for a reclassified position. Funds are available for redirection because of a reduction in fixed costs.
- An increase of \$8,964 reflecting an enhancement for computer equipment upgrades.
- A net reduction of \$9,842 primarily due to a reduction of rental costs.

Figure AF0-1

**Contract Appeals Board**



**Programs**

The Contracts Appeals Board operates the following programs:

**Adjudication** - The Board hears and resolves the following types of cases: (1) protests of District contract solicitations and awards; (2) appeals of contracting officer final decisions brought by contractors against the District; (3) claims by the District against contractors; (4) appeals by contractors of suspensions or debar-

ments; and (5) appeals of interest payment claims under the Quick Payment Act. The Procurement Reform Amendment Act requires the Board to decide protests within 60 business days of filing. For motions challenging a determination by the Chief Procurement Officer to proceed with contract performance while a protest is pending, the Act requires the Board to issue a decision within 10 business days of the motion being filed.

**Administration** - Administration consists of

day-to-day office operations of the board that support its adjudication function. The support staff serves at the direction of the Chief Administrative Judge.

## Agency Goals and Performance Measures

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

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Jonathan Zischkau, Chief Administrative Judge

*Supervisor(s):* Jonathan Zischkau, Chief Administrative Judge

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

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	75	80	100	100	100
Actual	75	93	-	-	-

Note: CAB increased the FY 2003 and FY 2004 targets from 80 percent to 100 percent. (12/27/02)

#### Measure 1.2: Percentage of appeals on the docket resolved

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	25	25	25	25	25
Actual	26	28	-	-	-

#### Measure 1.3: Percentage of decisions submitted for publication

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	100	100	100	100	100
Actual	100	100	-	-	-

#### Measure 1.4: Percentage of new cases using electronic filing services

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

#### Measure 1.5: Percentage of closed cases electronically archived

	Fiscal Year		2003	2004	2005
	2001	2002			
Target	N/A	N/A	33	33	33
Actual	N/A	N/A	-	-	-

# Board of Elections and Ethics

www.dcboee.org

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$3,585,344	\$4,815,785	34.3

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.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Use information technology to improve the accuracy and timeliness of the voting process.
- Maintain outreach to ensure that voters are familiar with the new technologies.
- Ensure that all registered qualified voters are educated on the current voting system.
- Implement the requirements of the intended legislation from the Help America Vote Act (HAVA) of 2002.

The Board is responsible for administering all the electoral processes for eight election wards, 142 voting precincts, 37 Advisory Neighborhood Commissions (ANCs), and 286 ANC Single-Member Districts.

**Did you know...**

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Telephone (202) 727-2525

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Voter registration forms are available at the agency's website, as well as D.C. libraries, fire houses, and police stations.

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Registration deadline: Voter registration forms must be postmarked 30 days before an election to qualify.

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District residents could not vote for President until after 1961, when the 23rd amendment to the Constitution was ratified. District residents first voted in the 1964 election. However, District residents do not have voting representation in Congress.

## Where the Money Comes From

Table DL0-1 shows the sources of funding for the Board of Elections and Ethics.

Table DL0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	3,266	3,763	3,585	4,816	1,230	34.3
<b>Total for General Fund</b>	<b>3,266</b>	<b>3,763</b>	<b>3,585</b>	<b>4,816</b>	<b>1,230</b>	<b>34.3</b>
<b>Gross Funds</b>	<b>3,266</b>	<b>3,763</b>	<b>3,585</b>	<b>4,816</b>	<b>1,230</b>	<b>34.3</b>

## How the Money is Allocated

Tables DL0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table DL0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	1,542	1,678	1,654	1,875	220	13.3
12 Regular Pay - Other	236	133	170	120	-50	-29.2
13 Additional Gross Pay	201	11	50	25	-25	-50.0
14 Fringe Benefits - Curr Personnel	280	332	260	301	41	15.7
15 Overtime Pay	0	25	0	25	25	-
<b>Subtotal Personal Services (PS)</b>	<b>2,259</b>	<b>2,180</b>	<b>2,133</b>	<b>2,345</b>	<b>212</b>	<b>9.9</b>
20 Supplies and Materials	17	19	45	45	0	0.0
30 Energy, Comm. and Bldg Rentals	65	45	75	92	16	21.2
31 Telephone, Telegraph, Telegram, Etc	44	153	121	125	4	3.1
32 Rentals - Land and Structures	105	142	167	221	54	32.2
33 Janitorial Services	0	24	20	31	11	52.9
34 Security Services	0	28	27	35	8	28.7
40 Other Services and Charges	635	992	805	1,156	350	43.5
41 Contractual Services - Other	49	97	96	41	-55	-57.3
70 Equipment & Equipment Rental	93	82	95	726	631	664.4
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>1,007</b>	<b>1,583</b>	<b>1,452</b>	<b>2,471</b>	<b>1,019</b>	<b>70.2</b>
<b>Total Proposed Operating Budget</b>	<b>3,266</b>	<b>3,763</b>	<b>3,585</b>	<b>4,816</b>	<b>1,230</b>	<b>34.3</b>

Table DL0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Funds	29	44	50	50	0	0.0
<b>Total for General Fund</b>	<b>29</b>	<b>44</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>29</b>	<b>44</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed Gross Funds budget is \$4,815,785, representing a change of 34.3 percent over the FY 2003 Gross Funds budget of \$3,585,344. There are 50 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds.** The proposed Local budget is \$4,815,785, an increase of \$1,230,441 over the FY 2003 approved budget of \$3,585,344. There are 50 FTEs funded by local sources, representing no change from FY 2003.

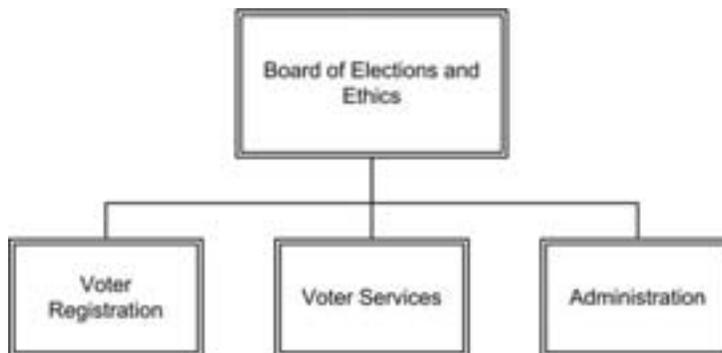
Changes from the FY 2003 approved budget

are:

- A net increase of \$211,707 in personal services to fully fund the Schedule A requirement for salaries, fringe benefits, and overtime.
- A net increase of \$1,250,000 in nonpersonalservices representing enhancements of \$700,000 to address the settlement agreement between the District and the Association of People With Disabilities and of \$550,000 for costs for the FY 2004 Elections.
- A net decrease of \$231,266 in various expenditure categories within nonpersonalservices based on projected requirements for FY 2004.

Figure DL0-1

**Board of Elections and Ethics**



## Programs

The Board of Elections and Ethics operates the following programs:

### Voter Registration

This program 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

This program 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

This program oversees the planning, management, and conduct of elections in the District. When precincts must be relocated, the program 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.

## Agency Goals and Performance Measures

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

*Citywide Strategic Priority Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy

*Manager(s):* Kathryn A. Fairley, Registrar of Voters

*Supervisor(s):* Alice P. Miller, Executive Director

#### Measure 1.1: Percent of voter services programs administered

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	75	85	85	85	85
Actual	N/A	90	-	-	-

#### Measure 1.2: Percent accuracy of voter registry

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	75	80	88	88	90
Actual	N/A	80	-	-	-

#### Measure 1.3: Percent of eligible residents located and identified

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	75	80	88	88	90
Actual	N/A	85	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	85	100	100	100	100
Actual	N/A	100	-	-	-

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

*Citywide Strategic Priority Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy

*Manager(s):* Marvin A. Ford, Chief of Staff

*Supervisor(s):* Alice P. Miller, Executive Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	85	90	95	95	-
Actual	87	95	-	-	-

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

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	95	100	100	100
Actual	100	100	-	-	-

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

**Measure 2.3: Percent of planned Internet Web site complete**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	95	100	100	100
Actual	95	90	-	-	-

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 Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy

*Manager(s):* Marvin A. Ford, Chief of Staff

*Supervisor(s):* Alice P. Miller, Executive Director

**Measure 3.1: Number of poll workers**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	1,500	1,700	2,500	2,500	-
Actual	1,788	1,450	-	-	-

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 Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy

*Manager(s):* Kenneth J. McGhie, General Counsel

*Supervisor(s):* Alice P. Miller, Executive Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	95	100	100	100	100
Actual	100	100	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	92	92	92	-
Actual	100	100	-	-	-



# Office of Campaign Finance

www.ocf.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$1,360,389	\$1,337,842	-1.7

The mission of the Office of Campaign Finance (OCF) is to ensure public trust in the integrity of the election process and government service 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, and the D.C. Merit Personnel Act.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Improve public access to the campaign finance activity by providing new media to deliver the information.
- Improve timeline for issuing campaign finance regulations, information brochures, OCF forms, interpretive opinions, and investigative orders.

<b>Did you know...</b>	
Telephone	(202) 671-0550
Status of Electronic Filing System	Active
Candidate registration requirements	Statement of candidacy, statement of organization and a request for a waiver of reporting requirements

## Where the Money Comes From

Table CJ0-1 shows the sources of funding for the Office of Campaign Finance

Table CJ0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	1,260	1,290	1,360	1,338	-23	-1.7
<b>Total for General Fund</b>	<b>1,260</b>	<b>1,290</b>	<b>1,360</b>	<b>1,338</b>	<b>-23</b>	<b>-1.7</b>
<b>Gross Funds</b>	<b>1,260</b>	<b>1,290</b>	<b>1,360</b>	<b>1,338</b>	<b>-23</b>	<b>-1.7</b>

## How the Money is Allocated

Tables CJ0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CJ0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	764	784	849	860	11	1.3
12 Regular Pay - Other	44	9	12	12	0	0.0
13 Additional Gross Pay	54	3	5	5	0	0.0
14 Fringe Benefits - Curr Personnel	126	121	130	130	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>988</b>	<b>917</b>	<b>996</b>	<b>1,007</b>	<b>11</b>	<b>1.1</b>
20 Supplies and Materials	9	9	12	12	0	0.0
30 Energy, Comm. and Bldg Rentals	29	25	28	29	2	6.8
31 Telephone, Telegraph, Telegram, Etc	12	16	15	9	-5	-36.5
32 Rentals - Land and Structures	7	9	22	28	6	26.8
33 Janitorial Services	0	14	15	17	2	12.7
34 Security Services	0	28	30	23	-6	-20.9
40 Other Services and Charges	207	267	233	202	-32	-13.6
70 Equipment & Equipment Rental	9	5	10	10	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>272</b>	<b>374</b>	<b>365</b>	<b>331</b>	<b>-34</b>	<b>-9.2</b>
<b>Total Proposed Operating Budget</b>	<b>1,260</b>	<b>1,290</b>	<b>1,360</b>	<b>1,338</b>	<b>-23</b>	<b>-1.7</b>

Table CJ0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	13	13	15	15	0	0.0
<b>Total for General Fund</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$1,337,842, representing a change of 1.7 percent from the FY 2003 approved budget of \$1,360,389. There are 15 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

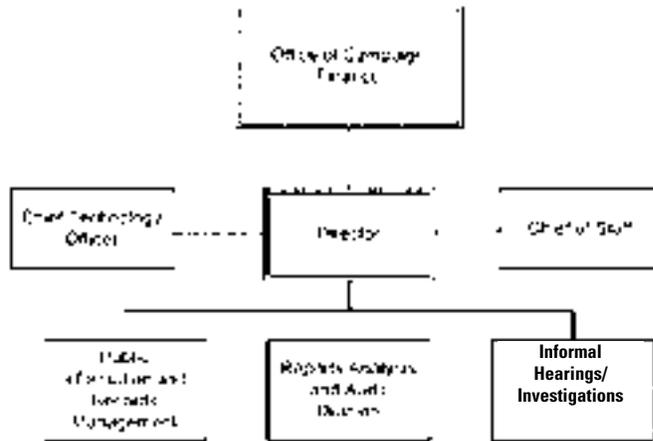
**Local Funds.** The proposed Local budget is \$1,337,842, a decrease of \$22,547 from the FY 2003 approved budget of \$1,360,389. There are 15 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- An net increase of \$11,068 in personal services. This includes an enhancement of \$33,297 to fund a new paralegal specialist position and a reduction of \$22,229 to align regular pay with the Schedule A.
- A net reduction of \$33,615 in fixed costs and other services and charges based on projected requirements for FY 2004.

Figure CJ0-1

**Office of Campaign Finance**



## Programs

The Office of Campaign Finance operates the following programs:

### Public Information and Records Management

This program is responsible for document 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.

A key initiative of the Public Information and Records Management program is:

- Increase service delivery by monitoring and evaluating the electronic filing system introduced in FY 2002.

### Reports Analysis and Audits

This program analyzes and reviews financial and disclosure reports and documents submitted by candidates, political committees, constituent service programs, lobbyists, and statehood fund authorities. It 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.

A key initiative of the Reports Analysis and Audits program is:

- Monitor the campaign of candidates participating in the November 5, 2002, General Election for the offices of Mayor, chairman and members of the Council, members of the Board of Education and Advisory Neighborhood Commissions.

### Informal Hearings/Investigations

This program conducts informal hearings and investigates 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.

A key initiative of the Informal Hearings/Investigations program is:

- Monitor the effectiveness of the agency's redesigned web site in delivering information on investigative reports and required filings, including summaries of reported financial information by candidates and political committees, as well as statistical analysis of reported data.

## Agency Goals and Performance Measures

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

*Citywide Strategic Priority Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy

*Manager(s):* Violetta Graham, Chief Technology Officer

*Supervisor(s):* Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	95	95	100	100	-
Actual	N/A	N/A	-	-	-

#### 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				
	2001	2002	2003	2004	2005
Target	95	95	100	100	-
Actual	100	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(s):* Making Government Work

*Manager(s):* Jean Scott Diggs, Chief of Staff

*Supervisor(s):* Cecily E. Collier-Montgomery, Director

**Measure 2.1: Percent of written requests concerning the application of the DC 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				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

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

*Citywide Strategic Priority Area(s):* Making Government Work  
*Manager(s):* Richard Mathis, Supervisory Auditor  
*Supervisor(s):* Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	0	N/A	-	-	-

**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 timeframe (times vary)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

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

*Citywide Strategic Priority Area(s):* Making Government Work  
*Manager(s):* Kathy S. Williams, General Counsel  
*Supervisor(s):* Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

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

*Citywide Strategic Priority Area(s):* Making Government Work  
*Manager(s):* Kathy S. Williams, General Counsel  
*Supervisor(s):* 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				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

**Goal 6: Increase public awareness of the requirements of the DC Campaign Finance Act.**

*Citywide Strategic Priority Area(s):* Making Government Work; Enhancing Unity of Purpose and Democracy  
*Manager(s):* Michael Simpson, Public Affairs Specialist  
*Supervisor(s):* 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 public availability**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

**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 DC Register by the DC Office of Documents developed and compiled**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	-
Actual	100	N/A	-	-	-

**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	2001	2002	2003	2004	2005
Target	95	95	100	100	-
Actual	100	N/A	-	-	-

**Goal 7: Provide images of financial reports at Office of Campaign Finance website [www.ocf.dc.gov/index.shtm](http://www.ocf.dc.gov/index.shtm)**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Vialetta Graham, Chief Technology Officer

*Supervisor(s):* Cecily E. Collier-Montgomery, Director

**There are no measures associated with this Goal.**

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# Public Employee Relations Board

www.perb.dc.gov

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$649,330	\$686,185	5.7

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The mission of the Public Employee Relations Board is to provide for the impartial resolution of labor-management disputes in the District government pursuant to Section 501 of the District of Columbia Comprehensive Merit Personnel Act of 1978.

The board is an impartial, quasi-judicial, independent agency empowered with the exclusive jurisdiction to resolve labor-management disputes between District agencies and labor organizations representing employees of those agencies.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Schedule and hold hearings in a timely manner.
- Enforce its orders and defend any appeals filed in the courts.
- Review and amend agency rules and regulations as necessary.
- Review, modify and improve the agency website.
- Complete conversion of agency files to CD-ROM format, which will allow for more efficient response to requests for information.

### Did you know...

Telephone (202) 727-1822

Before an employee files a complaint, he/she should refer to the Public Employee Relations Board Rules on the website to make sure that the filing satisfies the necessary requirements.

## Where the Money Comes From

Table CG0-1 shows the sources of funding for the Public Employee Relations Board.

Table CG0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	586	623	649	686	37	5.7
<b>Total for General Fund</b>	<b>586</b>	<b>623</b>	<b>649</b>	<b>686</b>	<b>37</b>	<b>5.7</b>
<b>Gross Funds</b>	<b>586</b>	<b>623</b>	<b>649</b>	<b>686</b>	<b>37</b>	<b>5.7</b>

## How the Money is Allocated

Tables CG0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CG0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	249	261	278	275	-3	-1.1
13 Additional Gross Pay	3	0	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	42	47	50	50	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>294</b>	<b>308</b>	<b>329</b>	<b>326</b>	<b>-3</b>	<b>-1.0</b>
20 Supplies and Materials	5	5	3	5	2	66.7
31 Telephone, Telegraph, Telegram, Etc	4	3	4	4	0	-3.3
32 Rentals - Land and Structures	95	91	108	101	-8	-7.2
34 Security Services	2	0	2	2	0	4.5
40 Other Services and Charges	20	38	33	12	-21	-62.8
41 Contractual Services - Other	143	167	170	237	67	39.1
70 Equipment & Equipment Rental	22	10	0	0	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>291</b>	<b>315</b>	<b>320</b>	<b>360</b>	<b>40</b>	<b>12.5</b>
<b>Total Proposed Operating Budget</b>	<b>586</b>	<b>623</b>	<b>649</b>	<b>686</b>	<b>37</b>	<b>5.7</b>

Table CG0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	3	4	4	4	0	0.0
<b>Total for General Fund</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed budget is \$686,185, representing an increase of 5.7 percent over the FY 2003 approved budget of \$649,330. There are four total FTEs for the agency, representing no change from FY 2003.

**General Fund**

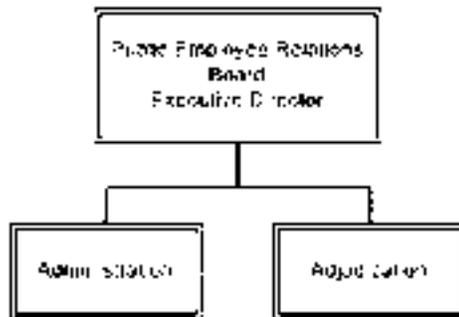
**Local Funds.** The proposed budget is \$686,185, an increase of \$36,855 over the FY 2003 approved budget of \$649,330. There are four FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A increase of \$66,589 in contractual services that includes an enhancement of \$37,000 for hearing examiners and attorney's fees and \$29,589 in redirected funding to support ongoing requirements.
- A net decrease of \$26,589 in other services charges and fixed costs based on projected requirements for FY 2004.
- A reduction of \$3,145 for regular pay to align personal services with the Schedule A.

Figure CG0-1

**Public Employee Relations Board**



**Programs**

The Public Employee Relations Board operates the following programs:

**Administration** provides for the day-to-day operations of the Board. The agency executive director is assisted by support staff in performing these functions.

**Adjudication** provides the Board's mission service in deciding cases. Specifically, pursuant to Section 501 of the Comprehensive Merit Personnel Act of 1978, the Public Employee Relations Board exercises duties in these areas:

- Adopt rules and regulations for the conduct of agency business.

- Determine appropriate compensation and noncompensation units for unionized District employees.
- Facilitate the resolution of impasses in contract negotiations.
- Certification of collective bargaining units. Specifically, this is the power to officially recognize unionization of a select group of District employees. The Board's decision to issue certification is made on a case-by-case basis on the supporting documentation filed by a labor organization with the necessary legal ingredient being the determination that a "community of interest" exists. Additionally, the certified collective bargaining unit must promote effective labor relations and efficiency of agency operations.
- Decertification of collective bargaining units. Decertification petitions may be filed by the employer agency, an employee of the bargaining unit, or a group of employees in the bargaining unit. If the Board then determines that a majority of the employees in the unit do not wish to be represented by the labor organization, then the decertification petition may be granted.
- Adjudicate unfair labor practices and standards of conduct complaints and investigate allegations of unfair labor practices and standards of conduct when an official complaint is made of a violation of the labor-management provisions of the Comprehensive Merit Personnel Act. If there are no issues of fact at question, the Board may issue a ruling based on the applicable law. If there are issues of fact at question, the Board assigns a hearing examiner to conduct a formal hearing. The examiner then provides the Board with a report of findings and conclusions and a recommendation that the Board can adopt, reject, or modify when issuing its ruling.
- Consider appeals of grievance arbitration awards.
- Review negotiability appeals to determine if a proposal is within the scope of required collective bargaining.
- Defend court appeals. Under the provisions of D.C. Code Section 1-617.13c any person feeling aggrieved has 30 days from the date of

the Board's decision to appeal to the D.C. Superior Court, and decisions of that court may be appealed to the D.C. Court of Appeals.

- Publish Board decisions in the D.C. Register.

## Agency Goals and Performance Measures

### Goal 1: Foster positive, productive labor-management relations.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Julio A. Castillo, Executive Director

*Supervisor(s):* Julio A. Castillo, Executive Director

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	80	80
Actual	100	97	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	70	80	80	75	75
Actual	100	83	-	-	-

Note: PERB reduced the FY 2004 target from 80 percent to 75 percent. (12/27/02)

#### 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				
	2001	2002	2003	2004	2005
Target	100	100	100	100	100
Actual	100	100	-	-	-

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# Office of Employee Appeals

www.dc.gov

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$1,475,000	\$1,500,594	1.7

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The mission of the Office of Employee Appeals (OEA) is to render impartial, legally sufficient, timely decisions on appeals filed by District employees who challenge employer decisions concerning adverse actions for cause, reductions in force, performance evaluations, and classification of positions.

OEA was established as part of the 1978 District of Columbia Comprehensive Merit Personnel Act. The hearing board is composed of five members with demonstrated qualifications in the area of personnel management and labor relations. The board is a quasi-judicial body charged with hearing and adjudicating appeals filed by District government employees under the applicable statute and board rules.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Reducing the average time to resolve an appeal.
- Encouraging the use of the informal mediation process to resolve grievances to avoid costly and time-consuming formal litigation.

### Did you know...

Telephone	(202) 727-0004
Initial decisions in FY 2001	326
Number of mediations and opinions and orders in FY 2001	35

## Where the Money Comes From

Table CH0-1 shows the sources of funding for the Office of Employee Appeals.

Table CH0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	1,400	1,485	1,475	1,501	26	1.7
<b>Total for General Fund</b>	<b>1,400</b>	<b>1,485</b>	<b>1,475</b>	<b>1,501</b>	<b>26</b>	<b>1.7</b>
<b>Gross Funds</b>	<b>1,400</b>	<b>1,485</b>	<b>1,475</b>	<b>1,501</b>	<b>26</b>	<b>1.7</b>

## How the Money is Allocated

Tables CH0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CH0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	842	917	895	854	-41	-4.6
12 Regular Pay - Other	45	38	37	132	95	260.3
13 Additional Gross Pay	47	40	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	131	137	131	150	19	14.6
<b>Subtotal Personal Services (PS)</b>	<b>1,064</b>	<b>1,132</b>	<b>1,062</b>	<b>1,135</b>	<b>73</b>	<b>6.9</b>
20 Supplies and Materials	4	5	8	8	0	0.0
31 Telephone, Telegraph, Telegram, Etc	9	8	10	9	-1	-13.2
32 Rentals - Land and Structures	269	259	305	285	-20	-6.7
34 Security Services	0	5	5	6	0	4.4
40 Other Services and Charges	-7	25	19	11	-9	-44.9
41 Contractual Services - Other	44	31	48	48	0	0.0
70 Equipment & Equipment Rental	16	22	17	0	-17	-100.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>336</b>	<b>353</b>	<b>413</b>	<b>365</b>	<b>-47</b>	<b>-11.5</b>
<b>Total Proposed Operating Budget</b>	<b>1,400</b>	<b>1,485</b>	<b>1,475</b>	<b>1,501</b>	<b>26</b>	<b>1.7</b>

Table CH0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	12	14	16	15	-1	-3.2
<b>Total for General Fund</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>15</b>	<b>-1</b>	<b>-3.2</b>
<b>Total Proposed FTEs</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>15</b>	<b>-1</b>	<b>-3.2</b>

**Gross Funds**

The proposed budget is \$1,500,594, representing a change of 1.7 percent over the FY 2003 approved budget of \$1,475,000. There are 15 total FTEs for the agency, a decrease of .5, or 3.2 percent, from FY 2003.

**General Fund**

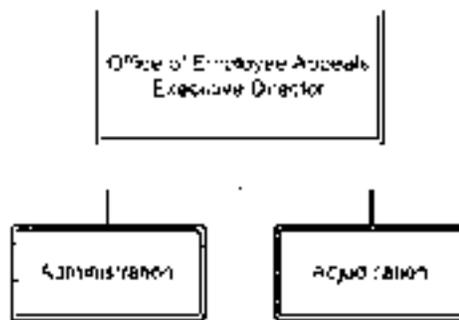
**Local Funds.** The proposed Local budget is \$1,500,594, an increase of \$25,594 over the FY 2003 approved budget of \$1,475,000. There are 15 FTEs funded by local sources, a decrease of .5, or 3.2 percent, from FY 2003.

Changes from the FY 2003 approved budget are:

- A redirection of \$50,958 from fixed costs, other services, and equipment to personal services to fully fund the Schedule A requirement for salaries and fringe benefits. Funds are available for redirection because of a projected reduction in fixed costs, other services, and equipment needs in FY 2004.
- An increase of \$22,115 in personal services, reflecting an enhancement for a part-time hearing examiner to address the backlog of cases.
- A decrease of \$47,479 primarily in fixed costs based on the Office of Finance and Resource Management's estimates.

Figure CH0-1

**Office of Employee Appeals**



## Programs

The Office of Employee Appeals operates the following programs:

**Administration** provides for the day-to-day management of the agency. The executive director is assisted by staff in carrying out these duties.

**Adjudication** provides the agency's core service, which is hearing and adjudicating appeals filed by District government employees in accordance with the enabling statute and board rules. The agency hears appeals from District government employees challenging an agency's final decision on: 1) a performance rating resulting in the employee's termination; 2) an adverse action for cause resulting in the employee's termination, reduction in grade, or suspension for 10 days or more; and 3) a reduction in force. To conduct this process, the employee is first granted an evidentiary hearing before hearing examiners, resulting in an initial written decision. That decision may be appealed to the Office of Employee Appeals board, whose general counsel then will prepare a written opinion and order. The board's decisions are appealed first to the D.C. Superior Court then to the D.C. Court of Appeals. To reduce the number of time-consuming and expensive appeals, the agency also offers an informal mediation process with all hearing examiners having received mediation training.

## Agency Goals and Performance Measures

### Goal 1: Reduce the backlog of appeals and issue decisions within 120 work days.

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Warren M. Cruise, Esq., Executive Director

*Supervisor(s):* Warren M. Cruise, Esq., Executive Director

#### Measure 1.1: Number of initial decisions issued

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	320	320	200	200	200
Actual	326	320	-	-	-

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

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Harley J. Daniels, Esq., General Counsel

*Supervisor(s):* Harley J. Daniels, Esq., General Counsel

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

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	40	35	35	35	35
Actual	40	35	-	-	-

Note: The targets for 2002 and 2003 are a range of 30 to 40. For FY 2002, the OEA Board does not have a quorum. The number of Opinions and Orders to be issued will depend upon when a quorum is appointed and confirmed.

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

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Warren M. Cruise, Esq., Executive Director

*Supervisor(s):* Warren M. Cruise, Esq., Executive Director

#### Measure 3.1: Number of mediations conducted

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	15	15	15	15	15
Actual	0	15	-	-	-

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# Metropolitan Washington Council of Governments

www.mwco.org

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$397,000	\$422,000	6.3

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The mission of the Metropolitan Washington Council of Governments (COG) is to enhance the quality of life and competitive advantages of the metropolitan Washington region 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 agency plans to fulfill its mission by achieving the following strategic result goals:

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

Did you know...	
Telephone	(202) 962-3200
Number of member jurisdictions	18
Population covered	4.3 million
Total FY 2003 Budget for the regional Council of Governments	\$21,649,006

## Where the Money Comes From

Table EA0-1 shows the source of funding for the Metropolitan Washington Council of Governments.

Table EA0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	367	367	397	422	25	6.3
<b>Total for General Fund</b>	<b>367</b>	<b>367</b>	<b>397</b>	<b>422</b>	<b>25</b>	<b>6.3</b>
<b>Gross Funds</b>	<b>367</b>	<b>367</b>	<b>397</b>	<b>422</b>	<b>25</b>	<b>6.3</b>

## How the Money is Allocated

Table EA0-2 shows the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table EA0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
50 Subsidies and Transfers	367	367	397	422	25	6.3
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>367</b>	<b>367</b>	<b>397</b>	<b>422</b>	<b>25</b>	<b>6.3</b>
<b>Total Proposed Operating Budget</b>	<b>367</b>	<b>367</b>	<b>397</b>	<b>422</b>	<b>25</b>	<b>6.3</b>

### Gross Funds

The proposed budget is \$422,000, representing a change of 6.3 percent over the FY 2003 approved budget of \$397,000. There are no FTEs for this agency.

The change from the FY 2003 approved budget is:

- An increase of \$25,000 in subsidies and transfers due to an adjustment to the per capita rate in the agency's funding formula.

### General Fund

**Local Funds.** The proposed budget is \$422,000, an increase of \$25,000 over the FY 2003 approved budget of \$397,000. There are no FTEs funded by local sources.

## Programs

COG provides an array of services to citizens and area government jurisdictions. The Metropolitan Council of Governments uses a universal formula, based in part on population, to determine member jurisdictions' fiscal year contributions. The per capita rate increased for all member jurisdictions from \$0.53 to \$0.56. The formula also includes an adjustment for the Consumer Price Index for All Urban Consumers. COG's major programs fall into the following nine categories.

### Transportation Planning

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 2004 planning program will include regional transportation system management and operation activities related to COG's Regional Emergency Coordination Plan, as well as improved travel forecasting procedures for the Washington region.

A key initiative associated with the Transportation Planning program is:

- Providing the planning and programming support for District highway and transit programs that results in the District receiving funding under the Transportation Equity Act for the 21st Century (TEA-21) and the Clean Air Act Amendments.

### Commuter Connections

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

A key initiative associated with the Commuter Connections program is:

- Marketing a Telework center on Connecticut

Avenue and continuing the guaranteed ride home project.

### Metropolitan Planning and Economic Development

The Metropolitan Planning and Economic Development program assists 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 analyses of current and projected growth trends and their implications for local governments. Additionally, the program provides the TPB with necessary planning policies, data and coordination in its function as the Metropolitan Planning Organization (MPO) for the Washington region.

A key initiative of the Metropolitan Planning and Economic Development program is:

- In FY 2004, the program will continue to monitor and analyze regional economic and demographic change. The results of these analyses will be published in a series of reports on key regional economic activities. In addition, COG will prepare and analyze forecasts of future growth and development in the metropolitan region.

### Housing Opportunities and Community Management

The Housing Opportunities and Community Management Program covers an array of issues that are important to the policy developments of area local governments and their housing authority. These issues include collecting, analyzing, and distributing data on the region's housing stock, Section 8 housing, homelessness, housing affordability, concentration of affordable housing, fair housing and neighborhood redevelopment.

A key initiative associated with the Housing Opportunities and Community Management Program is:

- Administering the Washington Area Housing Partnership, which promotes affordable housing in the district and the region.

## Homeland Security and Public Safety

Public Safety planning services and coordination cover a broad range of issues including law enforcement, fire safety, emergency preparedness and correction. 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 assistance and training to local public safety officials and agencies, and developing public education and prevention measures.

A key initiative associated with the Homeland Security/Public Safety program is:

- Developing and testing the Regional Emergency Coordination Plan that COG and its partners around the region put together in the months following the September 11, 2001 attack on the Pentagon. The plan coordinates the region's local, state and federal emergency plans, including those of the District of Columbia and the Federal Emergency Management Agency and other federal departments.

## Health and Human Services

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.

A key initiative associated with the Health and Human Services program is:

- Continuing coordination with the adoption, child and foster care programs for the District and other area jurisdictions.

## Water Resources

The Water Resources planning and management programs include water quality monitoring and modeling, controlling urban non-point sources, wastewater management, and water supply and drought management and outreach. COG collectively addresses Chesapeake Bay program policies, coordinates the development of Potomac and Anacostia River pollution control strategies, develops policies on nutrient control for wastewater plants, provides assistance to the Blue Plains users, advances urban storm water management technologies, examines drinking water and public health issues and policies, coordinates the region's response to droughts, and is implementing a regional water use public education program that includes the District of Columbia Water and Sewer Authority (WASA) as a partner. COG staffs a number of regional water resources policy and technical committees on these issues; WASA and the Department of Health are active participants. COG's water resources program also includes development and testing of the regional water supply emergency plan, a component of the Regional Emergency Coordination Plan.

A key initiative associated with the Water Resources Program is:

- Working with WASA on regional wastewater management including Chesapeake Bay policy, and water quality modeling and monitoring.

## Environmental Resources

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 an alternative fuels public-private partnership. COG manages these programs to increase opportunities to identify shared impacts and develop consistent responses. COG's solid waste management and energy work program also includes development and testing of the Regional Emergency Coordination Plan for these subject areas.

A key initiative associated with the Environmental Resources Program is:

- Working with the D.C. Energy Office and Department of Public Works fleet management unit on promotion and implementation of alternatively fueled vehicles to help reduce air pollution and the use of foreign oil sources.

### **Air Quality Planning**

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, which is certified to prepare air quality plans for the region. COG also administers the Air Quality Index (AQI), which tracks actual pollution levels on a daily basis throughout the year. During the summer, 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. COG's air quality program includes staff support to the COG-chartered public-private partnership, the Clean Air Partners that promotes citizen and business voluntary pollution reduction actions on bad air days. The D.C. Department of Public Works and the D.C. Department of Health participate on the Board of Clean Air Partners.

A key initiative associated with the Air Quality program is:

- Preparing a new "severe" area air quality attainment plan for the metropolitan area in response to new EPA requirements. This plan is critical to enabling the region to meet public health standards and obtain federal transportation funding.



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# Office of the Corporation Counsel

www.occ.dc.gov

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Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$51,827,904	\$51,766,423	-0.1

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The mission of the Office of the Corporation Counsel (OCC) is to provide both legal services to the District of Columbia government pursuant to its statutory authority and child support services to citizens, under federal, local, and interstate requirements, so they can achieve their business goals, manage their legal risks and maintain their rights and protections.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By 2005, OCC will implement a client education/outreach program that reaches 100 percent of client agencies. Points covered will include:
  - Client business needs;
  - Attorney/Client roles and responsibilities; and
  - Legal risk management.
- By 2006, OCC will have mutually agreed upon service level plans with a majority of client agencies and will meet or exceed

defined planned requirements 80 percent of the time.

- By 2006, OCC will implement a staffing and reorganization plan based on the results of 1 and 2 above and the recommendations of the Hildebrandt Report.
- By 2006, OCC will have 90 percent of core data accessible electronically in order to enhance timeliness and quality of service delivery and response to information requests.

<b>Did you know...</b>	
Authorized number of attorneys	243
Child support customer service telephone	(202) 442-9900
Domestic violence intake center telephone	(202) 879-0157

## Where the Money Comes From

Table CB0-1 shows the sources of funding for the Office of the Corporation Counsel.

Table CB0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	29,277	40,710	28,555	28,725	170	0.6
Special Purpose Revenue Fund	2,995	1,246	5,842	5,916	74	1.3
<b>Total for General Fund</b>	<b>32,272</b>	<b>41,956</b>	<b>34,397</b>	<b>34,641</b>	<b>244</b>	<b>0.7</b>
Federal Grant	14,514	12,131	15,366	15,468	102	0.7
<b>Total for Federal Resources</b>	<b>14,514</b>	<b>12,131</b>	<b>15,366</b>	<b>15,468</b>	<b>102</b>	<b>0.7</b>
Intra-District Fund	2,201	1,490	2,065	1,658	-407	-19.7
<b>Total for Intra-District Funds</b>	<b>2,201</b>	<b>1,490</b>	<b>2,065</b>	<b>1,658</b>	<b>-407</b>	<b>-19.7</b>
<b>Gross Funds</b>	<b>48,987</b>	<b>55,578</b>	<b>51,828</b>	<b>51,766</b>	<b>-61</b>	<b>-0.1</b>

### Gross Funds

The proposed budget is \$51,766,423, representing a change of 0.1 percent from the FY 2003 approved budget of \$51,827,904. There are 534.95 total FTEs for the agency, a decrease of 21.05 or 3.8 percent from FY 2003.

### General Fund

**Local Funds.** The proposed Local budget is \$28,724,924 an increase of \$169,801 over the FY 2003 approved budget of \$28,555,123. There are 382.17 FTEs funded by local sources, a decrease of 9.43 FTEs or 2.4 percent from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$229,574 in Personal Services that includes a transfer-out of \$375,308 and 7 FTEs to the D.C. Office of Risk Management, a transfer-out of \$182,564 and 3 FTEs to the Office of Finance and Resource Management for the consolidation of Accounts Payable positions. The transfers out of personal services are partially offset by a transfer-in of \$300,000 from Settlements and Judgments in order to increase the District's capacity to better negotiate settlements, and an increase of \$28,298

in Personal Services to fully fund the Schedule A requirement for salaries, fringe benefits, and overtime.

- A net increase of \$338,619 in fixed costs based on the Office of Finance and Resource Management's estimates and projected requirements for FY 2004.
- A net increase of \$76,756 in other services and charges and contractual services based on projected requirements for FY 2004.
- A decrease of \$16,000 to reflect savings attributable to agencies' hiring freeze.

**Special Purpose Revenue Funds.** The proposed Special Purpose Revenue Funds budget is \$5,915,808, an increase of \$73,889 over the FY 2003 approved budget of \$5,841,919. There are 11 FTEs funded by Special Purpose Revenue sources, representing a decrease of five FTEs or 31.3 percent from FY 2003.

Changes from the FY 2003 approved budget are:

- An increase of \$1,672,872 in Child Support/Temporary Aid to Needy Families (TANF)/ Aid to Families with Dependent Children (AFDC) Collections, to align funding with certification from the Office of Research and Analysis.

## How the Money is Allocated

Tables CB0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CB0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	19,768	22,210	23,697	23,303	-393	-1.7
12 Regular Pay - Other	4,164	3,716	6,290	5,535	-755	-12.0
13 Additional Gross Pay	725	856	257	193	-63	-24.7
14 Fringe Benefits - Curr Personnel	3,770	4,375	4,232	4,135	-97	-2.3
15 Overtime Pay	0	64	0	62	62	100.0
<b>Subtotal Personal Services (PS)</b>	<b>28,427</b>	<b>31,221</b>	<b>34,476</b>	<b>33,229</b>	<b>-1,247</b>	<b>-3.6</b>
20 Supplies and Materials	177	168	217	218	-1	0.5
30 Energy, Comm. and Bldg Rentals	420	370	405	753	347	85.7
31 Telephone, Telegraph, Telegram, Etc	330	353	396	292	-104	-26.2
32 Rentals - Land and Structures	123	381	483	710	227	47.0
33 Janitorial Services	0	188	217	222	5	2.5
34 Security Services	0	289	348	312	-36	-10.3
40 Other Services and Charges	1,717	697	721	717	-3	-0.5
41 Contractual Services - Other	15,990	10,217	11,756	11,726	-30	-0.3
50 Subsidies and Transfers	1,311	856	2,500	3,280	780	31.2
70 Equipment & Equipment Rental	491	433	309	306	-3	-1.0
91 Expense Not Budgeted Others	0	10,405	0	0	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>20,560</b>	<b>24,357</b>	<b>17,352</b>	<b>18,537</b>	<b>1,185</b>	<b>6.8</b>
<b>Total Proposed Operating Budget</b>	<b>48,987</b>	<b>55,578</b>	<b>51,828</b>	<b>51,766</b>	<b>-61</b>	<b>-0.1</b>

- A net reduction of \$1,598,983 in operating expenditures based on reduced revenues that would have supported the following programs and funding requirements. Reductions include: \$892,860 in Child Support/Title IVD Incentive Fees, \$242,911 and two FTEs for Service/Legal Counsel Division, \$97,568 and two FTEs in Driving Under the Influence (DUI), \$161,940 and three FTEs in Service/Government Operation Division, \$80,971 and one FTE in Fee for Services Unit, \$60,669 in Anti-trust, Fund, \$50,000 in Antifraud, and

\$12,064 in Child Support/Reimbursements.

- An increase of three FTEs in Anti-trust activity that will be supported by projected revenue.

### Federal Funds

The proposed budget is \$15,467,519, an increase of \$101,826 over the FY 2003 approved budget of \$15,365,693. There are 120.78 FTEs funded by Federal sources, a decrease of .62, or .5 percent, from FY 2003. The sole change is an increase of \$101,826 in fixed costs based on the Office of Finance and Resource Management's estimates.

## Intra-District Funds

The proposed budget is \$1,658,171, a decrease of \$406,998 from the FY 2003 approved budget of \$2,065,169. There are 21 FTEs funded by Intra-District sources, a decrease of six, or 22.2 percent, from FY 2003. The sole change is a reduction of \$406,998 and six FTEs for salaries and fringe benefits to align personnel costs with Intra-District agreements.

## Programs

The Office of the Corporation Counsel operates the following programs:

### Litigation

	FY 2003*	FY 2004
Budget	\$17,625,235	\$17,170,435
FTEs	239	231

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Litigation** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Litigation Program is to provide criminal, civil, and administrative litigation services for the government of the District of Columbia and its residents so that

their legal rights are protected and enforced.

- Adult Criminal and Juvenile Prosecution-provide prosecution services for the people; consultation and other legal representation services to the government of the District of Columbia so the residents of the District of Columbia can experience enhanced safety through the appropriate resolution of cases.
- Affirmative Litigation-provide enforcement, protection, representation and advice services to the government of the District of Columbia and residents so they can enjoy reduced risk of harm, protection of rights and monetary recovery, thereby enhancing achievement of program goals and quality of life.
- Defensive Litigation-provide litigation avoidance, representation and advice services to the government of the District of Columbia, its agencies and employees so they can manage and reduce liability exposure and minimize fiscal and programmatic impact.
- Investigations-provide information, evidence and witness location services to enable OCC to access timely, accurate and thorough information to support case management and internal operation decisions.
- Appellate Activity-provide appellate services (briefs, substantive motions, appellate court

Table CB0-3

## FY 2004 Full-Time Equivalent Employment Levels

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	254	277	392	382	-9	-2.4
Special Purpose Revenue Fund	0	2	16	11	-5	-31.3
<b>Total for General Fund</b>	<b>254</b>	<b>279</b>	<b>408</b>	<b>393</b>	<b>-14</b>	<b>-3.5</b>
<b>Federal Resources</b>						
Federal Grant	90	152	121	121	-1	-0.5
<b>Total for Federal Resources</b>	<b>90</b>	<b>152</b>	<b>121</b>	<b>121</b>	<b>-1</b>	<b>-0.5</b>
<b>Intra-District Funds</b>						
Intra-District Fund	35	24	27	21	-6	-22.2
<b>Total for Intra-District Funds</b>	<b>35</b>	<b>24</b>	<b>27</b>	<b>21</b>	<b>-6</b>	<b>-22.2</b>
<b>Total Proposed FTEs</b>	<b>378</b>	<b>455</b>	<b>556</b>	<b>535</b>	<b>-21</b>	<b>-3.8</b>



**Measure 1.3: Percent of cases successfully litigated (w/ sanctions imposed, w/ person with MH/MR receives services, w/ judgment for plaintiff/petitioner, w/ compliance)**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Measure 1.4: Percent of cases successfully litigated (w/ judgment/verdict for defendant, w/ dismissal, w/ judgment/verdict at less than last demand before trial)**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Measure 1.5: Percent of investigative reports meeting internal quality assurance standards for timeliness, accuracy and completeness.**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Measure 1.6: Percent reduction spent on Torts -litigation**

	Fiscal Year	
	2004	2005
Target	2	2
Actual	-	-

**Transactions**

	FY 2003*	FY 2004
Budget	\$2,250,970	\$2,069,033
FTEs	33	29

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Transactions** program primarily supports the Citywide Strategic Priority area of Making Government Work. The purpose of the Transactions Program is to provide procurement, real property and financial legal services to the government of the District of Columbia so it can obtain better contract terms and implement and maintain legally defensible government programs. Transactional Agreements and Documents is the sole activity for this program.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 2: Transactions**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Robert Spagnoletti, Director

*Supervisor(s):* Robert Spagnoletti, Director

**Measure 2.1: Percent of the transactional agreements and documents completed within-agreed upon time frames**

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

**Legal Advice**

	FY 2003*	FY 2004
Budget	\$4,399,132	\$3,843,648
FTEs	61	55

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Legal Advice** program primarily supports the Citywide Strategic Priority area of Making Government Work. The purpose of the Legal Advice program is to provide legal guidance, counseling and legal sufficiency certification services to the government of the District of Columbia and its employees so they can legally and efficiently accomplish the government's mission while minimizing the risk of adverse legal consequences. Legal Advice is the sole activity for this program.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 3: Legal Advice**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Robert Spagnoletti, Director

*Supervisor(s):* Robert Spagnoletti, Director

**Measure 3.1: Percent of the requests for legal advice and review completed within agreed-upon time frames**

Fiscal Year	2004	2005
Target	90	90
Actual	-	-

**Child Support Enforcement**

	FY 2003*	FY 2004
Budget	\$22,000,151	\$22,930,555
FTEs	180	179

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Child Support Enforcement** program primarily supports the Citywide Strategic Priority area of Making Government Work. The purpose of the Child Support Enforcement Program is to provide child support enforcement services for children so that they can receive from their parents, the financial and medical support required by law.

- Establishment-provide intake interview and investigatory services to custodial parents so they can establish paternity, child support and medical support orders.
- Enforcement-provide support order enforcement services to Custodial Parents and other legal payees so they can receive support due under child support orders.
- Location-provide investigative services to locate Non-Custodial Parents.
- Legal Services-provide legal advice and support to program managers and staff and to conduct child support litigation.
- Collection and Disbursement-provide accounting services to Child Support Enforcement so payees receive the correct amount of child support and medical support and that payers receive credit for support paid.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 4: Child Support**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Robert Spagnoletti, Director

*Supervisor(s):* Robert Spagnoletti, Director

**Measure 4.1: Percent increase in support orders established**

	Fiscal Year	
	2004	2005
Target	2.5	2.5
Actual	-	-

**Measure 4.2: Percent increase in collections on arrears**

	Fiscal Year	
	2004	2005
Target	2.5	2.5
Actual	-	-

**Measure 4.3: Percent of all notice of hearings successfully served**

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

**Measure 4.4: Percent increase of collections**

	Fiscal Year	
	2004	2005
Target	2.5	2.5
Actual	-	-

**Agency Management**

	FY 2003*	FY 2004
Budget	\$5,552,416	\$5,752,751
FTEs	45	41

\* FY 2003 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2003 for this agency because the agency had not yet created its new program structure based on performance-based budgeting.

The **Agency Management** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Administrative Services program is to provide operational support to the agency so it has the necessary tools to achieve operational and programmatic results.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

## Key Result Measures

### Program 5: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Chere Calloway; Robert

Spagnoletti; Patricia Kuhn; Eugene Adams

Supervisor(s): Robert Spagnoletti, Director

#### Measure 5.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year	
	2004	2005
Target	-	-
Actual	-	-

Note: Agencies are establishing their cost-saving projects during the second-third quarters of FY 2003.

#### Measure 5.2: Percent of OCC activities with long-range IT plans

	Fiscal Year	
	2004	2005
Target	95	95
Actual	-	-

#### Measure 5.3: Percent variance of estimate to actual expenditure

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

#### Measure 5.4: Percent reduction of employee lost work-day injury cases (agency)-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

#### Measure 5.5: Rating of 4-5 on all four telephone service quality criteria: 1) courtesy, 2) knowledge, 3) etiquette, and 4) overall impression

	Fiscal Year	
	2004	2005
Target	4	4
Actual	-	-

#### Measure 5.6: Percent of Key Result Measures achieved

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

# Office of the Inspector General

www.d cig.org

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$11,461,442	\$11,293,880	-1.5

The mission of the Office of the Inspector General (OIG) is to independently perform the following:

- Conduct and supervise audits, investigations, and inspections relating to the programs and operations of District departments and agencies, including independent agencies.
- Provide leadership, coordinate and recommend policies designed to promote economy, efficiency, and effectiveness, and prevent and detect corruption, mismanagement, waste, fraud, and abuse in District programs and operations.
- Continuously inform the Mayor, Council, and District government department and agency heads about problems and deficiencies relating to the administration of these

programs and operations and the necessity for corrective actions.

The OIG will enhance its measures and the means to measure how well it achieves its strategic goals with the implementation of four new initiatives for FY 2004:

- The Investigations Division will measure criminal convictions.
- The Investigations Division will measure fines, recoveries and restitutions.
- The Medicaid Fraud Control Unit will measure abuse cases.
- The Audit Division will measure the percentage of audit recommendations implemented by District agencies.

The Office of the Inspector General plans to fulfill its mission by achieving the following strategic result goals:

- Increase the number of criminal convictions.
- Increase the number of management and investigative reports.
- Increase the amount of recovered funds through Medicaid fraud investigations.

<b>Did you know...</b>	
Hotline	(202) 727-0267 (800) 521-1639
Number of investigative matters received/number of investigations closed.	451/299
Percentage of recommendations resulting from IG audits, implemented by District agencies in FY 2002.	80

## Where the Money Comes From

Table AD0-1 shows the sources of funding for the Office of Inspector General.

Table AD0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	10,673	10,581	10,196	10,039	-157	-1.5
Special Purpose Revenue Fund	0	0	0	0	0	0.0
<b>Total for General Fund</b>	<b>10,673</b>	<b>10,581</b>	<b>10,196</b>	<b>10,039</b>	<b>-157</b>	<b>-1.5</b>
Federal Grant	980	1,038	1,265	1,255	-10	-0.8
<b>Total for Federal Resources</b>	<b>980</b>	<b>1,038</b>	<b>1,265</b>	<b>1,255</b>	<b>-10</b>	<b>-0.8</b>
Intra-District Fund	0	0	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>11,652</b>	<b>11,619</b>	<b>11,461</b>	<b>11,294</b>	<b>-168</b>	<b>-1.5</b>

## How the Money is Allocated

Tables AD0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AD0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	5,870	6,410	6,899	7,111	213	3.1
12 Regular Pay - Other	71	36	0	0	0	0.0
13 Additional Gross Pay	489	228	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	826	1,002	924	1,079	155	16.8
<b>Subtotal Personal Services (PS)</b>	<b>7,256</b>	<b>7,676</b>	<b>7,823</b>	<b>8,191</b>	<b>368</b>	<b>4.7</b>
20 Supplies and Materials	76	95	65	66	1	0.9
31 Telephone, Telegraph, Telegram, Etc	107	113	131	112	-18	-14.1
32 Rentals - Land and Structures	646	740	804	824	20	2.5
34 Security Services	0	10	10	17	7	68.1
40 Other Services and Charges	3,018	2,666	2,511	1,980	-531	-21.2
41 Contractual Services - Other	0	0	0	0	0	0.0
50 Subsidies and Transfers	55	89	89	89	0	0.5
70 Equipment & Equipment Rental	494	230	29	16	-14	-46.9
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>4,396</b>	<b>3,943</b>	<b>3,639</b>	<b>3,103</b>	<b>-535</b>	<b>-14.7</b>
<b>Total Proposed Operating Budget</b>	<b>11,652</b>	<b>11,619</b>	<b>11,461</b>	<b>11,294</b>	<b>-168</b>	<b>-1.5</b>

Table AD0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	80	89	92	92	0	0.0
<b>Total for General Fund</b>	<b>80</b>	<b>89</b>	<b>92</b>	<b>92</b>	<b>0</b>	<b>0.0</b>
<b>Federal Resources</b>						
Federal Grant	11	13	16	16	0	0.0
<b>Total for Federal Resources</b>	<b>11</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>91</b>	<b>102</b>	<b>108</b>	<b>108</b>	<b>0</b>	<b>0.0</b>

**Gross Funds**

The proposed Gross Funds budget is \$11,293,880, representing a decrease of 1.5 percent from the FY 2003 approved budget of \$11,461,442. There are 108 total FTEs for the agency, representing no change from FY 2003.

**General Fund**

**Local Funds.** The proposed Local budget is \$10,038,963, a decrease of \$157,479 from the FY 2003 approved budget of \$10,196,442. There are 92 FTEs funded by local sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- A redirection of \$364,122 from fixed costs, other services, and equipment to personal services to fully fund the Schedule A requirement for salaries, and fringe benefits. Funds are available for redirection because of a projected reduction in fixed costs, other services, and equipment needs in FY 2004.
- A net reduction of \$521,601 primarily in other services and charges and equipment based on projected requirements for FY 2004.

**Federal Funds**

The proposed budget is \$1,254,917, a decrease of \$10,083 from the FY 2003 approved budget of \$1,265,000. The Federal funding was lowered

to align with the grants received for FY 2004. There are 16 FTEs funded by Federal sources, representing no change from FY 2003.

Changes from the FY 2003 approved budget are:

- An increase of \$3,751 for salaries to support step increases and fringe benefits.
- A net reduction of \$32,878 for other services, supplies, subsidies, and equipment based on prior year actuals and anticipated requirements for FY 2004.
- An increase of \$19,044 in fixed costs based on the Office of Finance and Resource Management's estimates.

**Programs**

The Office of the Inspector General accomplishes its mission through four operating divisions:

- The Audit Division conducts audits, reviews and analyses of financial, operational, and programmatic functions.
- The Inspections and Evaluation Division is responsible for inspections and evaluations of District agencies in accordance with defined performance criteria. Management and programs are evaluated and recommendations are made relating to improving overall efficiency and effectiveness.
- The Investigations Division investigates fraud and other misconduct by District government employees and contractors doing business with the District of Columbia.

Figure AD0-1

**Office of the Inspector General**



- The Medicaid Fraud Control Unit investigates and prosecutes cases of patient abuse and neglect and cases of Medicaid fraud by health care providers.

**Agency Goals and Performance Measures**

**Goal 1: Promote economy, efficiency, and effectiveness and improve financial management.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Cheryl Johnson, Deputy AIG for Audits

*Supervisor(s):* William J. DiVello, AIG for Audits

**Measure 1.1: Number of financial and performance audit reports produced on District programs and operations**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	16	18	24	24	24
Actual	17	31	-	-	-

Note: OIG adjusted the FY 2003-2004 targets from 18 and 22, respectively, to 24. (01/02/03)

**Measure 1.2: Number of management reports produced**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	17	19	13	14	15
Actual	21	5	-	-	-

Note: These reports include Management Alert, Fraud Alert and Management Information Reports. OIG adjusted the FY 2003-2004 targets from 21 to 13 and 23 to 14, respectively. (01/02/03)

**Measure 1.3: Potential monetary benefits due to audits (millions of \$)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	40	32	25	25	25
Actual	30.4	40.5	-	-	-

Note: The original title of this measure was "Savings due to audits." The agency expects potential monetary benefits to begin to level off and even decrease as it continues to audit District agencies, due to greater efficiency and implementation of corrective actions. Consequently, OIG has reduced the FY 2003-2004 targets from \$34 and \$36 million to \$25 million each year to reflect this expectation, which ultimately lies beyond OIG's control.

**Measure 1.4: Number of District agencies in which audits were conducted**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	16	18	20	22	22
Actual	17	24	-	-	-

Note: The original title for this measure was "Number of District agencies covered." OIG revised the measure name for clarity. (01/13/03)

**Measure 1.5: Percentage of recommendations implemented**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	-	-	85
Actual	N/A	80	-	-	-

Note: This is a new performance measure. OIG conducted an audit of District Agencies' Implementation of Audit Recommendations in FY 2002. The audit results were used to establish a baseline. The audit will be conducted on a triennial basis with the next audit scheduled to be completed in FY 2005.

**Goal 2: Abate public corruption and fraud in District agencies.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Alfred Miller, Deputy AIG for Investigations

*Supervisor(s):* Robert Andary, AIG for Investigations

**Measure 2.1: Number of investigation reports prepared**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	90	95	90	95	-
Actual	46	25	-	-	-

Note: OIG adjusted the FY 2003 target from 100 to 90 and the FY 2004 target from 105 to 95. (1/13/03)

**Measure 2.2: Number of investigation matters received**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	600	640	450	450	660
Actual	512	451	-	-	-

Note: Outside of the control of OIG. The agency adjusted FY 2003-2004 targets from 660 to 450 each year to reflect historical trends. (1/13/03)

**Measure 2.3: Number of investigations opened**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	170	175	180	190	190
Actual	182	162	-	-	-

**Measure 2.4: Number of investigations closed**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	172	180	185	194	194
Actual	159	299	-	-	-

**Measure 2.5: Number of matters referred**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	150	155	160	170	170
Actual	168	143	-	-	-

Note: Outside of the control of OIG.

**Measure 2.6: Number of referrals closed**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	123	130	144	153	153
Actual	154	163	-	-	-

**Measure 2.7: Number of management reports produced, including Management Alert, Fraud Alert, and Management Information Reports**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	16	18	10	10	-
Actual	11	6	-	-	-

Note: Management reports began in FY 2000. The agency expects the number of urgent reports to begin to level off and even decrease as it continues to investigate, due to greater awareness about mismanagement and misconduct. Consequently, OIG adjusted the FY 2003 target from 20 to 10 and the FY 2004 target from 25 to 10. (1/13/03)

**Measure 2.8: Number of hotline calls received**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	340	374	200	200	-
Actual	327	211	-	-	-

Note: Outside of the control of OIG. The agency adjusted the FY 2003 and 2004 targets from 400 and 450, respectively to 200 each year to reflect historical trends. (01/13/03)

**Measure 2.9: Number of criminal convictions**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	16	25	25
Actual	N/A	16	-	-	-

Note: This new performance measure reflects the criminal law enforcement responsibility of the Investigations Division.

**Measure 2.10: Dollar value of fines, recoveries and restitutions (millions of dollars)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	1.0	1.2	1.2
Actual	N/A	0.9	-	-	-

Note: This new performance measure reflects the criminal law enforcement responsibility of the Investigations Division.

**Goal 3: Promote economy, efficiency, and effectiveness in District agencies.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Robert Isom, Deputy AIG for Inspections and Evaluations

*Supervisor(s):* Alvin Wright Jr., AIG for Inspections and Evaluations

**Measure 3.1: Number of inspection reports prepared**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	6	10	6	6	6
Actual	4	1	-	-	-

Note: OIG adjusted the FY 2003-2004 targets from 12 to 6 reports. (01/02/03)

**Measure 3.2: Number of management reports prepared**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	3	8	8	8	5
Actual	4	8	-	-	-

Note: OIG adjusted the FY 2003-2004 targets from 10 to 8 reports. (01/02/03)

**Measure 3.3: Number of follow-up reports on agency compliance with Office of Inspector General recommendations prepared**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	4	2	3	3	3
Actual	0	1	-	-	-

Note: The original FY 2001 target was found to be unrealistic once inspections were initiated. OIG adjusted the FY 2003-2004 targets after determining that inspected agencies required more time to carry out compliance activities than originally estimated.

**Measure 3.4: Percentage of OIG recommendations agreed to by District agency management**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	80	80	80
Actual	N/A	77	-	-	-

**Goal 4: Heighten integrity awareness and fraud deterrence.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Susan Kennedy, Deputy Director

*Supervisor(s):* Sidney Rocke, Director

**Measure 4.1: Number of reports addressing unusual incidents 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				
	2001	2002	2003	2004	2005
Target	600	600	400	400	400
Actual	2805	816	-	-	-

Note: OIG reduced the FY 2003-2004 targets from 600 to 400 based on a more realistic interpretation of the types of incidents that must be reported to OIG according to established law. (01/02/03)

**Measure 4.2: Number of fraud cases initiated**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	40	50	30	30	30
Actual	22	30	-	-	-

Note: The number of fraud cases initiated is dependent on the number of allegations made, which is outside of the control of OIG. OIG has reduced its FY 2003-2004 targets from 60 to 30 to better reflect historic referrals. (01/02/03)

**Measure 4.3: Amount of recovered funds including damages assessed, penalties imposed, and overpayments recouped (millions of dollars)**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	0.5	1.5	2.5	2.5	2.5
Actual	0.4	0.4	-	-	-

Note: FY 2001 actual is \$353,017. Although the FY 2002 actual is approximately \$361,000, settlement offers have been received that far exceed the \$1.5 million for FY 2002 and the outyear targets as well. The pace of litigation, which cannot be controlled, prevents claiming these settlements until the fiscal year in which they are finalized.

**Measure 4.4: Number of division reports issued**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	12	18	15	15	15
Actual	11	14	-	-	-

Note: OIG has reduced the FY 2003-2004 targets from 25 and 30 reports, respectively, to 15 reports each year to reflect historical trends. (1/02/03)

**Measure 4.5: Number of matters accepted for prosecution**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	10	15	15
Actual	N/A	6	-	-	-

Note: Measure 4.5 is the agency's output in response to the number of referrals, a demand measure.

**Measure 4.6: Number of abuse cases initiated**

	Fiscal Year				
	2001	2002	2003	2004	2005
Target	N/A	N/A	20	20	20
Actual	N/A	18	-	-	-

Note: Measure 4.6 is the agency's output in response to the number of reports of abuse, a demand measure.

# Office of the Chief Financial Officer

www.cfo.dc.gov

Description	FY 2003 Approved	FY 2004 Proposed	% Change
Operating Budget	\$92,776,127	\$88,616,180	-4.5

The mission of the Office of the Chief Financial Officer (OCFO) is to provide financial management services to the government and people of the District of Columbia to sustain long-term fiscal and economic viability.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Maintain a 14-day average turnaround time for individual income tax refunds throughout FY 2004.
- Finalize system requirements, select a vendor, and begin implementation in FY 2004 of the new payroll system to support Performance Based Budgeting (PBB), provide enhanced reporting capability and address human resource requirements.
- Maintain adequate cash balances for the District so that all payroll, vendor payments and other legal requirements are met.
- Ensure that District spending remains within approved budgets and/or available revenues for the fiscal year so that no spending deficits occur.
- Transition the District's budget and financial plan entirely to PBB terms, over the next two years.
- Provide an original binding revenue estimate that is within five percent of the variance between the Congressional Budget Office estimate of Federal revenue and actual Federal revenue, and provide a Local source expenditure estimate that is within two percent of the actual expenditures for FY 2004.
- Improve aspects of financial management that impact the bond rating in order to lower the cost of borrowing for the District, including the following: maintain legally required cash reserves, limit new debt to 15 percent of total outstanding debt, and remain within maximum debt service ratio of 12 percent of Local revenues.
- Improve tax compliance by increasing dollars collected from the accounts receivable balance by seven percent in FY 2004 and

Did you know...	
Address for electronic tax filing	taxpayerservicecenter.com
Telephone number for taxpayer assistance	(202) 727-4TAX
Completed FY 2002 with a budget surplus	5 years consecutive
GASB Statement #34	Clean Opinion

## Where the Money Comes From

Table AT0-1 shows the sources of funding for the Office of the Chief Financial Officer.

Table AT0-1

### FY 2004 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change From FY 2003	Percent Change
Local Fund	76,205	72,989	76,873	72,794	-4,079	-5.3
Special Purpose Revenue Fund	8,260	7,552	9,893	8,645	-1,248	-12.6
<b>Total for General Fund</b>	<b>84,465</b>	<b>80,542</b>	<b>86,766</b>	<b>81,439</b>	<b>-5,327</b>	<b>-6.1</b>
Federal Payments	0	50	0	0	0	0.0
Federal Grant	567	654	932	932	0	0.0
<b>Total for Federal Resources</b>	<b>567</b>	<b>704</b>	<b>932</b>	<b>932</b>	<b>0</b>	<b>0.0</b>
Intra-District Fund	6,602	7,352	5,078	6,245	1,167	23.0
<b>Total for Intra-District Funds</b>	<b>6,602</b>	<b>7,352</b>	<b>5,078</b>	<b>6,245</b>	<b>1,167</b>	<b>23.0</b>
<b>Gross Funds</b>	<b>91,634</b>	<b>88,598</b>	<b>92,776</b>	<b>88,616</b>	<b>-4,160</b>	<b>-4.5</b>

increase the total number of tax returns filed from the non-filer population, as measured by collections from research referrals (FY 2004 target: \$8 million).

- Improve customer service by:
  - Expanding options for accessing information, products and services as measured by increasing the number of taxpayers utilizing electronic and Internet filing by 25 percent in FY 2004.
  - Delivering quality and timely products and services as measured by a customer satisfaction rating of 85 percent in FY 2004.
  - Maintaining accurate account information.
  - Expanding taxpayer education by providing a variety of outreach approaches.
  - Establishing a customer satisfaction baseline evaluation tool and monitoring improvements.
- Mitigate the District's structural fiscal imbalance during a four-year period.
- Assure that the District's accounting, budget, payroll, and tax systems provide timely, accurate and reliable information, as measured by:

-90 percent system availability for users during regular business hours.

-Establish a monthly reporting close 10 business days after month's end.

-Establish a baseline for customer satisfaction with systems.

- Produce the District's CAFR\* for FY 2003 on time with an unqualified "clean" opinion, which includes the new reporting structure required by GASB\*\* statement #34.
- Provide continuing professional development for employees, measured by 75 percent of employees who have an Individual Development Plan that addresses the needs of the OCFO and the employee.
- Maintain an adequate vendor base by paying 100 percent of valid vendor invoices within 30 days of receipt.
- Enhance and modify the financial Executive Information System to provide real-time budget management reports and on-line inquiries that track actual spending against agency spending plans in FY 2004.

\*Comprehensive Annual Financial Report (The CAFR is an annual financial report issued by State and Local governments).

\*\*Governmental Accounting Standards Board (The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports).

## How the Money is Allocated

Tables AT0-2 and 3 show the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AT0-2

### FY 2004 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
11 Regular Pay - Cont Full Time	44,917	48,482	47,289	45,055	-2,234	-4.7
12 Regular Pay - Other	1,865	1,504	1,906	1,913	7	0.4
13 Additional Gross Pay	2,033	0	1,186	566	-620	-52.3
14 Fringe Benefits - Curr Personnel	8,005	8,544	8,310	8,406	96	1.2
15 Overtime Pay	0	653	0	386	386	-
<b>Subtotal Personal Services (PS)</b>	<b>56,820</b>	<b>59,184</b>	<b>58,690</b>	<b>56,326</b>	<b>-2,364</b>	<b>-4.0</b>
20 Supplies and Materials	663	581	957	764	-193	-20.1
30 Energy, Comm. and Bldg Rentals	342	521	361	448	87	24.2
31 Telephone, Telegraph, Telegram, Etc	973	825	1,176	867	-310	-26.3
32 Rentals - Land and Structures	6,857	7,110	7,855	8,209	354	4.5
33 Janitorial Services	195	179	177	190	12	7.0
34 Security Services	775	684	845	782	-63	-7.4
40 Other Services and Charges	4,992	5,536	5,980	6,263	283	4.7
41 Contractual Services - Other	16,373	11,166	15,107	13,239	-1,868	-12.4
50 Subsidies and Transfers	2,355	2,227	145	145	0	0.0
70 Equipment & Equipment Rental	1,288	585	1,483	1,382	-100	-6.8
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>34,814</b>	<b>29,414</b>	<b>34,086</b>	<b>32,290</b>	<b>-1,796</b>	<b>-5.3</b>
<b>Total Proposed Operating Budget</b>	<b>91,634</b>	<b>88,598</b>	<b>92,776</b>	<b>88,616</b>	<b>-4,160</b>	<b>-4.5</b>

## Gross Funds

The proposed budget is \$88,616,180, representing a reduction of 4.5 percent from the FY 2003 approved budget of \$92,776,127. There are 930 total FTEs for the agency, a reduction of 83 or 8.2 percent from FY 2003.

## General Fund

**Local Funds.** The proposed budget is \$72,793,978 a decrease of \$4,078,697 from the FY 2003 approved budget of \$76,872,675. There are 811 FTEs funded by local sources, a decrease of 80, or 9.0 percent, from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$3,182,679 in Personal Services, which includes an increase of \$354,066 for projected overtime pay offset by a reduction of \$3,536,745 based on reduced staffing for FY 2004.
- A net reduction of \$896,174 in Supplies, Equipment, Other and Contractual Services based on projected requirements for FY 2004.
- A net increase of \$350,156 in fixed-cost primarily associated with rent requirements.

Table AT0-3

**FY 2004 Full-Time Equivalent Employment Levels**

	Actual FY 2001	Actual FY 2002	Approved FY 2003	Proposed FY 2004	Change from FY 2003	Percent Change
<b>General Fund</b>						
Local Fund	912	864	891	811	-80	-9.0
Special Purpose Revenue Fund	20	37	46	23	-23	-50.0
<b>Total for General Fund</b>	<b>931</b>	<b>901</b>	<b>937</b>	<b>834</b>	<b>-103</b>	<b>-11.0</b>
<b>Federal Resources</b>						
Federal Grant	1	0	3	3	0	0.0
<b>Total for Federal Resources</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0.0</b>
<b>Intra-District Funds</b>						
Intra-District Fund	44	133	73	93	20	27.4
<b>Total for Intra-District Funds</b>	<b>44</b>	<b>133</b>	<b>73</b>	<b>93</b>	<b>20</b>	<b>27.4</b>
<b>Total Proposed FTEs</b>	<b>976</b>	<b>1,035</b>	<b>1,013</b>	<b>930</b>	<b>-83</b>	<b>-8.2</b>

- A decrease of \$350,000 to reflect savings from reduction in contract costs.

**Special Purpose Revenue Funds.** The proposed Special Purpose Revenue Funds budget is \$8,645,000, a decrease of \$1,248,099 from the FY 2003 approved budget of \$9,893,099. There are 23 FTEs funded by Special Purpose Revenue sources, representing a decrease of 23 or 50.0 percent from FY 2003.

Changes from the FY 2003 approved budget are:

- A net reduction of \$1,248,099 to align funding with certification requirements from the Office of Research and Analysis.

**Federal Funds**

The proposed budget is \$932,000, representing no change from the FY 2003 approved budget. The primary source of Federal funding for FY 2004 is the Electronic Benefits Transfer grant, which supports the Electronic Benefits Transfer program. There are three FTEs funded by Federal sources, representing no change from FY 2003.

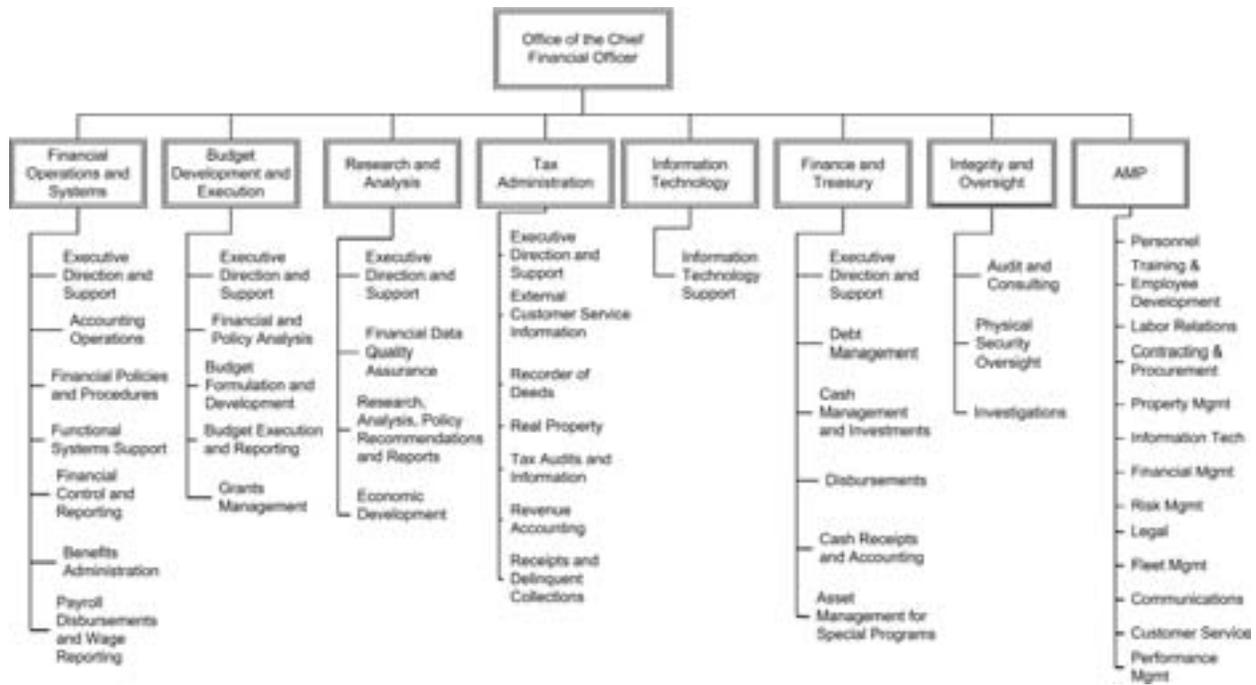
**Intra-District Funds**

The proposed budget is \$6,245,202, an increase of \$1,166,849 or 23 percent from the FY 2003 approved budget of \$5,078,353. There are 93 FTEs funded by Intra-District sources, an increase of 20 FTEs or 27.4 percent from the FY 2003 approved budget of 73 FTEs. Nine FTEs were transferred from the Special Purpose Revenue fund, two FTEs are the result of an MOU agreement for auditor services and one FTE is for the master lease program.

Changes from the FY 2003 approved budget are:

- A net increase of \$1,341,349 in Personal services to fully fund the Schedule A requirement for salaries, fringe benefits and overtime.
- A net reduction of \$174,500 in nonpersonal services primarily due to increase requirements in supplies and other services totaling \$174,923 offset by reductions in fixed costs, contractual services and equipment totaling \$349,423.

Figure AT0-1  
**Office of the Chief Financial Officer**



**Programs**

The Office of the Chief Financial Officer is committed to the following programs:

**Financial Operations and Systems**

	FY 2003	FY 2004
Budget Amount	\$11,732,977	\$11,848,737
FTEs	148	134

The **Financial Operations and Systems** program is responsible for the District’s accounting operations, including critical functions such as District-wide general ledger accounting, financial reporting, and pay/retirement services. The program is 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 accounting policies and procedures which support the automated System of Accounting and Reporting, the District’s formal “books of record” as well as policies and procedures for multiple payroll systems. Throughout the myriad functions of the program and its activities, the current financial position of the District can be ascertained by Local District elected and appointed leaders, as well as by District agencies, so all can make well informed decisions. Recorded references are provided for standard government accounting practices. Related training, expertise and assistance on SOAR is available, for the central OCFO cluster employees and all District agencies’ financial staff. For former and retired District employees, annuity payments and related benefits are

provided so that they receive accurate and timely annuity checks and retirement statements. Finally, a record of compensation and related payments for current District employees are provided so that each employee receives an accurate and timely paycheck.

Key activities associated with the Financial Operations and Systems program are:

- Accounting Operations - provides District-wide General Ledger accounting so as to maintain the official “automated book of record” on which the current financial position of the District can be ascertained by local District elected and appointed leaders, United States Congress, District agencies (directors, financial managers, and employees), public and private financial communities and the general public, so they can make decisions which are influenced by the District’s financial position.
- Financial Policy and Procedures - provides recorded references for standard government accounting practices (policies and theories) and guides for operation (procedures and process flows) for the District daily accounting function and the supporting automated system of record, for accounting and financial managers and their staff so that they have the information they need to do their job.
- Functional Systems Support - provides related training, expertise and assistance on the automated accounting system, coupled with generally accepted accounting principles for the central OCFO cluster employees and agency financial staff so that they can improve daily performance of recording accounting transactions and reporting of financial position within their agencies/activities.
- Financial Reporting - provides statements of financial position for the Mayor, Council of the District of Columbia, United States Congress, District managers, rating agencies and the general public so that they can make informed decisions based on timely and accurate financial information.
- Benefits Administration - provides annuity payments and related benefits for former and

retired District employees so that they receive accurate and timely pension refunds, annuity checks and retirement statements.

- Payroll Distribution and Wage Reporting - provides a record of compensation and related payments for District employees so that they receive an accurate and timely paycheck.

Key initiatives associated with the Financial Operations and Systems program are:

- Strengthen overall accounting practices throughout the District.
- Refine the interim and year-end closings.
- Partner with the US Treasury to improve annuitant services.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

**Key Result Measures**

**Program 1: Financial Operations and Systems**

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Anthony F. Pompa, Deputy Chief Financial Officer, Financial Operations and Systems

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief Financial Officer

**Measure 1.1: Percent of requested actions completed within five business days**

	Fiscal Year		
	2003	2004	2005
Target	95	95	95
Actual	-	-	-

**Measure 1.2: Percent of completed information requests that meet a 48 hour deadline**

	Fiscal Year		
	2003	2004	2005
Target	90	90	90
Actual	-	-	-

## Budget Development and Execution

	FY 2003	FY 2004
Budget	\$4,384,919	\$4,911,487
FTEs	56	64

The **Budget Development and Execution** program prepares, monitors, analyzes and executes the District government's budget, including operating, capital and enterprise funds, in a manner that facilitates fiscal integrity and maximizes services to taxpayers. The Budget Development and Execution (BDE) program also provides advice to policy makers on the District government's budget and has primary responsibility for expenditure forecasts. The program has responsibility for providing leadership and facilitating the development of such innovative budgeting practices as Performance Based Budgeting to improve the quality of the District government's budgeting processes, activities, and documents. Lastly, this program contributes to District-wide management reform efforts, including the Administrative Services Modernization Project, the pay-scale consolidation activities, and performance management.

Key activities associated with the Budget Development and Execution program are:

- Financial and Policy Analysis - formulates and develops the annual budget, and provide financial policy documentation and analysis services and information for the EOM, Council, OCFO, District agencies, and Congress so that they can maintain fiscal integrity and accountability, support effective decision-making, and receive timely responses to their inquiries.
- Executive Direction and Support - provides general program management, leadership, technical assistance, and support services to OBP staff and other District government personnel so that they can provide financial planning, policy consultation and analysis for decision makers to enable them to make effective decisions and achieve strategic goals. It also provides citizens with information so that they may be informed on financial issues.

- Budget Formulation and Development - provides financial framework services to the Mayor and Council so they can have timely and accurate information to make informed decisions.
- Analysis of grant funds subject to deobligation resulting from lapse, and implementation of initiatives to minimize the amount of deobligated grant funds.
- Budget Execution and Reporting - provides monitoring and reporting services to the Mayor, Council, District agencies, and Congress so they can have financial information to make informed decisions about the budget.

Key initiatives associated with the Budget Development and Execution program are:

- Implement Phase Three of PBB, enabling District agencies to develop their budgets around programs and results. In conjunction with the Office of the City Administrator, the program facilitates agency business planning, resulting in identified programs and activities aligned with the citywide strategic plan. Agency budgets, in turn, are reformulated around a program structure so that the relationship between programs, funding, and results is more readily apparent.
- Execute the planning and development phase of the Administrative Services Modernization Program (ASMP). BDE plans to use business process re-engineering strategies and data models to integrate and fully automate four corporate-wide administrative services applications: a) human resource analysis and payroll, b) procurement and contracting, c) fixed costs and d) budget formulation, execution and performance measurement. The goal of this initiative is to provide more timely and accurate expenditure reporting so that District managers are able to make more informed management decisions about program costs.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

## Key Result Measures

### Program 2: Budget Development and Execution

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Bert Molina, Deputy Chief Financial Officer, Budget Development and Execution

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief Financial Officer

#### Measure 2.1: Percent of agencies with whom OBP is actively working to resolve gap-closing measures related to spending pressures over five percent of their budget

	Fiscal Year		
	2003	2004	2005
Target	100	100	100
Actual	-	-	-

#### Measure 2.2: Number of agencies preparing performance-based budgets for the following year (cumulative total)

	Fiscal Year		
	2003	2004	2005
Target	27	50	80
Actual	33	-	-

#### Measure 2.3: Percent of completed information requests that meet a 48-hour deadline

	Fiscal Year		
	2003	2004	2005
Target	90	90	90
Actual	-	-	-

#### Measure 2.4: Percent of agency budgets aligned with Mayor's Strategic Plan

	Fiscal Year		
	2003	2004	2005
Target	95	95	95
Actual	-	-	-

#### Measure 2.5: Percent of awarded grant funds lost due to lapse

	Fiscal Year		
	2003	2004	2005
Target	1	1	1
Actual	-	-	-

## Research and Analysis

	FY 2003	FY 2004
Budget	\$3,438,525	\$3,233,584
FTEs	42	33

The Research and Analysis program is responsible for three major areas of support to the OCFO: 1) revenue estimation and policy analysis; 2) quality assurance for financial reports, including the District's multi-year Financial Plan; and 3) analysis supporting economic development. Services included within this program area are: analysis of all revenue sources and development of revenue projections; development of the Financial Plan; development of fiscal impact statements for legislation; economic analysis and research in support of economic development; and delivery of competitively-based subgranting services for agencies. Research and Analysis is responsible for the revenue estimation and certification component of the budget, including revenue from taxes, grants, and other sources. The program provides research and special studies on the tax code and tax compliance, and also provides other special studies either mandated or requested.

Key activities associated with the Research and Analysis program are:

- Executive Direction and Support - provides general program management, leadership, technical assistance, and support services to ORA staff, so that they can provide research and analytical services on economic, revenue, and analysis of fiscal and administrative impacts to decision-makers.
- Financial Data Quality Assurance - ensures the quality of the financial data prepared by the Office of the Chief Financial Officer (including, but not limited to, the Revenue and Financial Plan chapters of the annual

budget and ad hoc financial reports) for the Mayor, the Council, and the Congress, so that they have up-to-date and reliable information for decision-making.

- Research, Analysis, Policy Recommendation and Reporting - provides economic and revenue data and analysis, District tax structure data and analysis, and legislative fiscal impact analysis for the Mayor, the Council, and the Congress, so they have timely and quality information for policy formulation and decision-making.
- Economic Development - provides analysis of fiscal, economic, financial, and/or administrative impacts of projects to the Mayor and the Deputy Mayor for Economic Development so they can achieve economic development initiatives with maximum economic benefit to the city.

Key initiatives associated with Research and Analysis are:

- Delivery of revenue estimates from tax and non-tax sources including Medicaid reimbursements, and timely preparation of the revenue chapter of the annual budget.
- Delivery of the long-range financial plan for the District, fiscal impacts of proposed legislation, and of fiscal analysis supporting potential policy initiatives.
- Analysis of dedicated revenue from fees, fines and charges (also referred to as O-type revenue) and the associated policies.
- Quality assurance for specific financial reports to be released by the Office of the Chief Financial Officer.
- Delivery of analysis supporting economic development projects, particularly projects that include tax increment financing.
- Timely delivery of competitive services for agency subgranting of grant-funded programs.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

## Key Result Measures

### Program 3: Research and Analysis

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager:* Julia Friedman, Deputy Chief Financial Officer, Research and Analysis

*Supervisor:* Dr. Natwar M. Gandhi, Chief Financial Officer

**Measure 3.1: Percent variation between the original binding revenue estimate as compared to actual revenue and the CBO estimate of federal revenue and actual federal revenue**

	Fiscal Year		
	2003	2004	2005
Target	5	5	5
Actual	-	-	-

**Measure 3.2: Percent of ad hoc documents reviewed by ORA that do not contain factual errors**

	Fiscal Year		
	2003	2004	2005
Target	90	90	90
Actual	-	-	-

**Measure 3.3: Percent of applications for tax increment financing that are reviewed and processed within 120 days of receipt in ORA**

	Fiscal Year		
	2003	2004	2005
Target	80	80	80
Actual	-	-	-

## Tax Administration

	FY 2003	FY 2004
Budget	\$43,177,004	\$40,558,279
FTEs	572	500

The **Tax Administration** program provides fair, efficient and effective administration of the District's business, income, excise and real property tax laws. The tax administration program is divided into the following core activities: external customer service, deed recordation, real property tax assessment, receipts and collections, revenue accounting, and tax audits and investigations.

Key activities associated with the Tax Administration program are:

- External Customer Service, Information and Education - This activity composed of the

walk-in and telephone customer service centers, which assist more than 400,000 taxpayers annually, and works to resolve more complex tax cases, including hearing and review of first level tax appeals. This activity also consists of the development and distribution of public tax forms, support of various electronic tax filing and payment options, initiating and responding to mail correspondence with taxpayers, and tax registration and certification.

- Real Property Tax Administration - this activity consists of the assessment and billing of real property taxes and first level assessment appeals. In FY 2001, the real property tax base of approximately 171,641 parcels had an assessed value of \$76.3 billion, an increase of 2.8 percent over FY 2000. Of this amount, \$32.1 million in assessed value was tax exempt. Real property tax collections for FY 2001 were \$635.3 million, or 95 percent, of the total tax levy, a 5.6 percent increase in collections over FY 2000.
- Receipts and Delinquent Collections - processes more than a million tax returns annually, recording and depositing of more than \$865 million in tax payments and collection of delinquent tax payments, which was approximately \$70 million in FY 2001.
- Revenue Accounting - ensures the proper accounting and reporting on revenue collections, and supports issuance of tax refunds.
- Tax Audits and Investigations - ensures tax compliance by identifying potential non-filers and performing other tax compliance checks to ensure that the District is collecting the correct amount of tax due from all taxpayers. This activity also identifies and investigates cases of tax fraud.

Key initiatives associated with the Tax Administration program are:

- Implement the Integrated Tax System, to include integration of Real Property Assessment and Billing Systems.
- Expand tax filing opportunities including web-based filing.
- Expand taxpayer compliance program, including clean hands enforcement to collect receivables due across District agencies.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

## Key Result Measures

### Program 4: Tax Administration

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Phil Brand, Deputy Chief Financial Officer, Tax Administration

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief Financial Officer

#### Measure 4.1: Percent of customers satisfied with information provided

	Fiscal Year		
	2003	2004	2005
Target	80	85	85
Actual	-	-	-

#### Measure 4.2: Percent of recorded documents with complete and accurate information

	Fiscal Year		
	2003	2004	2005
Target	85	90	90
Actual	-	-	-

#### Measure 4.3: Percent of assessments upheld on appeal

	Fiscal Year		
	2003	2004	2005
Target	75	75	75
Actual	-	-	-

#### Measure 4.4: Delinquent account collections

	Fiscal Year		
	2003	2004	2005
Target	78	95	115
Actual	-	-	-

#### Measure 4.5: Percent of refunds issued within 14 days

	Fiscal Year		
	2003	2004	2005
Target	95	95	95
Actual	-	-	-

## Information Technology

	FY 2003	FY 2004
Budget	\$6,032,023	\$5,444,783
FTEs	19	19

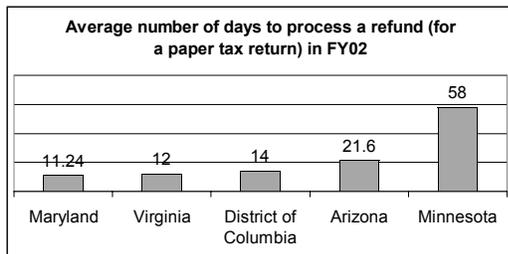
The Information Technology program develops and maintains state-of-the-art financial information systems for the District of Columbia, payroll, pensions, SOAR and the Executive

## Key Program Benchmarks

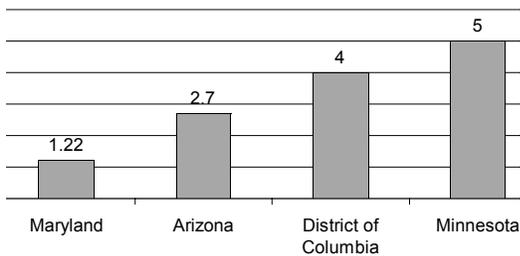
One of the key benchmark measures for the OCFO's Tax Administration program is the number of days that it takes OTR to process a tax refund. The accompanying tables compare the District's performance with benchmark jurisdictions. For both paper and electronic returns, the District ranked at or near the middle among those benchmarked.

Figure AT0-2

### The key benchmarks for the Tax Administration program:



Average number of days to process a refund for an electronic return in FY02



\*Virginia did not track this measure in FY02.  
Source: D.C. Office of the Chief Financial Officer

Information System (EIS). The principal objectives of the program are to maintain accurate systems, modification of systems in response to the changing needs of the District, and maintaining compliance with federal, state and local regulations. Other objectives are to provide the availability and performance to support the OCFO and the agency CFOs, track and resolve system problems, and comply with standard accounting and audit policies practiced in the District. Information Technology (IT) also maintains an

operation that is in compliance with basic IT policies and practices, maintains technical currency, avoids obsolescence, and promotes and encourages use of these systems as the official system of record.

IT's program facilitates and extends access to the District's financial data, provides tools that enable analysis of the financial status of the agencies and the District in its entirety and supports SOAR. This facilitates high level financial oversight for senior District management and policy makers.

Key initiatives associated with the Information Technology program are:

- Continue enhancement and planning of financial systems including the District's financial management system (SOAR) and its integration with payroll, cash management and reporting systems.
- Expand availability and utilization of EIS.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 5: Information Technology

*Citywide Strategic Priority Area(s):* Making

Government Work

*Manager(s):* Maynard Gambrell, Chief

Information Officer

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief

Financial Officer

#### Measure 5.1: Percent of payroll system project milestones completed on time and within budget

	Fiscal Year		
	2003	2004	2005
Target	60	75	90
Actual	-	-	-

#### Measure 5.2: Percent of system availability for users during regular business hours in order to assure that the District's accounting, budget, payroll, and tax systems provide timely, accurate, and reliable information

	Fiscal Year		
	2003	2004	2005
Target	90	90	95
Actual	-	-	-

## Finance and Treasury

	FY 2003	FY 2004
Budget	\$15,446,978	\$14,370,883
FTEs	90	86

The **Finance and Treasury** program provides asset management services to the District, its agencies and its stakeholders so they can maintain maximum financial flexibility and return on investments.

Key activities associated with the Finance and Treasury program are:

- Debt Management - issues bonds, notes and other financing vehicles for the District so that the District can maximize capital project capacity while maintaining future financing flexibility and finance any seasonal cash needs.
- Cash Management & Investments - manages cash resources for the District, so that the District can meet its cash obligations and maximize interest income from cash resources.
- Disbursements - provides check writing activity and dissemination services for District agencies, so that they can fulfill their financial obligations to their stakeholders.
- Cash Receipts and Accounting - provides revenue collection, auditing and recordation services for District agencies so that they can have accurate and timely revenue information.
- Asset Management - provides custodial services to District residents, so that they can ensure maximum benefits in these programs.

Key initiatives associated with the Finance and Treasury program are:

- Continue to manage the District government's creditworthiness, including debt management and the refinancing of debt whenever advantageous.
- Continue to improve cash management procedures and policies.
- Continue marketing the District's College Savings Plan.

For more detailed information regarding the proposed funding

for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 6: Finance and Treasury

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* N. Anthony Calhoun, Deputy Chief Financial Officer, Treasury Operations

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief Financial Officer

#### Measure 6.1: Maximum annual debt service as a percent of total local revenues

	Fiscal Year		
	2003	2004	2005
Target	13	13	13
Actual	-	-	-

#### Measure 6.2: Percent of banking service contracts whose costs are lower than the Phoenix Hecht index

	Fiscal Year		
	2003	2004	2005
Target	100	100	100
Actual	-	-	-

#### Measure 6.3: Percent of checks and earning statements that meet payment schedule

	Fiscal Year		
	2003	2004	2005
Target	100	100	100
Actual	-	-	-

#### Measure 6.4: Percent of unclaimed property returned to owners

	Fiscal Year		
	2003	2004	2005
Target	30%	35%	37%
Actual	-	-	-

### Office of Integrity and Oversight (OIO)

	FY 2003	FY 2004
Budget	\$1,874,072	\$1,887,890
FTEs	23	22

The **Office of Integrity and Oversight (OIO)** program ensures that accountability, integrity and efficiency are maintained in the District of Columbia's financial management and tax

administration systems.

Key activities associated with the OIO are:

- Audit and Consulting - provides audit/review services, manage the overall process of handling and responding to external audit reports, and coordinate District single audits and management letter comments for the District agencies so they can improve operations.
- Physical Security Oversight - provides security services for the Office of Tax and Revenue to safeguard employees, tax information and office assets.
- Investigations - provides investigative services for OCFO management so that they can take administrative action as appropriate.
- Integrity assurances - provides proactive services to reduce integrity risks.

Key initiatives associated with OIO are:

- Expand the audits of financial systems to assure data security and integrity.
- Strengthen the background check program and integrity training for OCFO employees.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 7: Office of Integrity and Oversight

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Sebastian Lorigo, Director Office of Integrity and Oversight

*Supervisor(s):* Dr. Natwar M. Gandhi, Chief Financial Officer

#### Measure 7.1: Percent of audit recommendations that are fully or partially implemented or resolved

	Fiscal Year		
	2003	2004	2005
Target	90	90	90
Actual	-	-	-

#### Measure 7.2: Percent of approved security needs implemented

	Fiscal Year		
	2003	2004	2005
Target	100	100	100
Actual	-	-	-

#### Measure 7.3: Number of investigation reports issued that are returned for additional information or investigation due to deficiencies in the investigation

	Fiscal Year		
	2003	2004	2005
Target	4	4	4
Actual	-	-	-

### Agency Management

	FY 2003	FY 2004
Budget	\$6,689,629	\$6,360,537
FTEs	63	72

The **Agency Management** program provides the operational support to the agency so they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2004 Operating Appendices volume.

### Key Result Measures

#### Program 8: Agency Management

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Joanne Smoak, Director, Office of Mgmt & Administration

*Supervisor(s):* Dr. Natwar Gandhi, Chief Financial Officer

#### Measure 8.1: Percent of OCFO's activities with long-range IT plans

	Fiscal Year		
	2003	2004	2005
Target	-	95	95
Actual	-	-	-

**Measure 8.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year		
	2003	2004	2005
Target	-	5	5
Actual	-	-	-

**Measure 8.3: Percent reduction of employee lost work-day injury cases agency-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year)**

	Fiscal Year		
	2003	2004	2005
Target	-	-10	-10
Actual	-	-	-

**Measure 8.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression**

	Fiscal Year		
	2003	2004	2005
Target	-	4	4
Actual	-	-	-

**Measure 8.5: Percent of Key Result Measures achieved**

	Fiscal Year		
	2003	2004	2005
Target	-	70	70
Actual	-	-	-