A

Governmental Direction and Support

Council of the District of Columbia

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$13,232,000	$13,604,371	2.8

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

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

- Conduct oversight hearings on agency performance measures and budgets.
- Receive citizen comment on proposed legislation in public hearings and roundtables.
- Provide on-line access to legislative records.

Did you know…

Number of Hearings	Period 14 (CY 2001 and 2002)
Public	150
Oversight	24
Investigative	2
Performance oversight	35
Budget review	26

Where the Money Comes From

Table AB0-1 shows the source(s) of funding for the Council of the District of Columbia.

Table AB0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	10,531	12,271	13,232	13,604	372
Other	0	1,868	0	0	0
Intra-District	0	1	0	0	0
Gross Funds	**10,531**	**14,140**	**13,232**	**13,604**	**372**

How the Money is Allocated

Tables AB0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AB0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	6,585	7,319	8,880	9,478	598
Regular Pay - Other	306	370	342	202	-140
Additional Gross Pay	108	553	150	150	0
Fringe Benefits - Curr Personnel	1,113	1,321	1,393	1,525	133
Personal Services	*8,112*	*9,564*	*10,765*	*11,356*	*591*
Supplies and Materials	108	151	131	131	0
Energy, Comm. And Bldg Rentals	151	151	144	158	15
Telephone, Telegraph, Telegram	129	135	170	170	0
Rentals - Land And Structures	52	83	157	3	-155
Janitorial Services	0	80	83	2	-81
Security Services	0	108	100	3	-97
Other Services And Charges	1,815	1,329	1,342	1,442	100
Contractual Services - Other	8	1,868	0	0	0
Equipment & Equipment Rental	156	672	340	340	0
Nonpersonal Services	*2,419*	*4,576*	*2,467*	*2,249*	*-218*
Total Proposed Operating Budget	**10,531**	**14,140**	**13,232**	**13,604**	**372**

Table AB0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	146	140	163	163	0.00
Total FTEs	**146.**	**140**	**163**	**163**	**0.00**

Local Funds

The proposed Local budget is $13,604,371, an increase of $372,371, or 2.8 percent, over the FY 2002 approved budget of $13,232,000.

There are 163 FTEs funded by local sources, which represents no change from FY 2002.

Significant changes are:

- An increase of $730,531 in salaries and fringe benefits, including $273,200 for the pay increase approved in FY 2002, $217,331 due to promotions within the agency, and a $240,000 increase to bring salaries of senior employees in line with comparable positions in the Management Supervisory Service and the Executive Branch.
- A decrease of $140,000 in other pay to align this category with historical spending patterns, which reflect fewer temporary hires.
- A net decrease of $318,160 in fixed costs resulting from the Council's relocation to the Wilson Building.
- An increase of $100,000 in other services for D.C. Emancipation Day celebration expenses.

Programs

The funding goes to support the operations of the Council. The programmatic chart illustrates the number of programs that the Council provides and how they are related.

The Council is composed of 13 members – an elected representative from each of the District's eight wards plus five members, including the chairman, elected at large. The Council conducts its work through standing committees, each usually consisting 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. Standing committees also conduct oversight hearings on the performance of agencies, government initiatives, operation and policy implementation.

Council staff performs legislative research, bill drafting, program and policy analysis, as well as constituent services. In addition, centralized administrative, legal, and budget offices support the Council.

The Council appoints the D.C. Auditor, who assists with oversight by conducting statutorily required audits of government accounts and operations, 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.

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.

Citywide 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

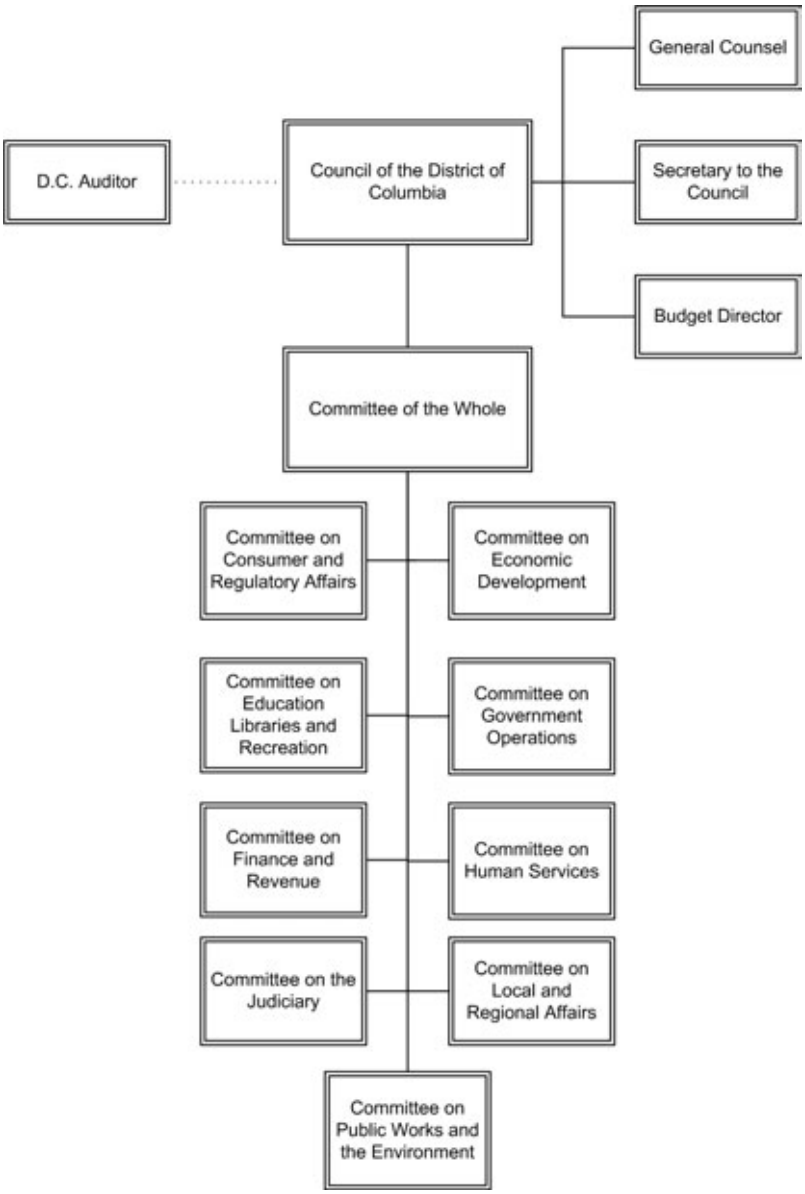
Note: All performance measures are presented by Council periods, which begin on January 1 of odd-numbered years and are two years in length. The actual figures for Council period 2001-2002 only include the figures for the first half of that Council period.

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	150	-	-

Figure AB0-1

Council of the District of Columbia



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	45	73	24	-	-

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	6	11	2	-	-

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	0	59	35	-	-

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	23	42	26	-	-

Office of the D.C. Auditor

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$1,298,826	$1,595,521	22.8

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 also is required to provide financial oversight and conduct audits of the District government's 37 Advisory Neighborhood Commissions (ANCs); and performs financial management and administrative responsibilities relative to the Advisory Neighborhood Commission Security Fund. In FY 2003, the office will continue its efforts to help make government work more efficiently, effectively and economically. ODCA plans to fulfill its mission by achieving the following strategic goals and initiatives:

- Identify potential cost savings or cost avoidance, questioned costs, unsupported costs, disallowed costs, fiduciary mismanagement, and increased revenues 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 implementation of the Performance Accountability Plan Monitoring and Evaluation Program under which audits are conducted of agencies' reported performance measures pursuant to the Government Managers Accountability Act.
- Continue implementation of the D.C. Auditor's Recommendation Compliance Monitoring System.

Did you know…

Website	dcauditor.org
Amount of savings or increased revenue identified by the D.C. Auditor in FY 2001.	$41.2 million
Number of audits of Advisory Neighborhood Commissions	37

Where the Money Comes From

Table AC0-1 shows the source(s) of funding for the Office of the D.C. Auditor.

Table AC0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	1,049	1,274	1,299	1,596	297
Gross Funds	**1,049**	**1,274**	**1,299**	**1,596**	**297**

How the Money is Allocated

Tables AC0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AC0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	676	703	894	1,124	230
Regular Pay - Other	0	106	0	0	0
Additional Gross Pay	37	36	0	0	0
Fringe Benefits - Curr Personnel	92	117	135	175	39
Personal Services	*805*	*961*	*1,029*	*1,299*	*270*
Supplies and Materials	8	10	10	10	0
Energy, Comm. And Bldg Rentals	0	0	0	0	0
Telephone, Telegraph, Telegram	10	8	11	10	-1
Rentals - Land And Structures	142	147	164	167	3
Janitorial Services	0	0	3	0	-3
Security Services	0	0	0	3	3
Other Services And Charges	37	52	43	48	5
Contractual Services - Other	19	29	23	23	0
Equipment & Equipment Rental	27	66	16	36	20
Nonpersonal Services	*244*	*312*	*270*	*297*	*27*
Total Proposed Operating Budget	**1,049**	**1,274**	**1,299**	**1,596**	**297**

Table AC0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	13	11	14	17	3.00
Total FTEs	**13**	**11**	**14**	**17**	**3.00**

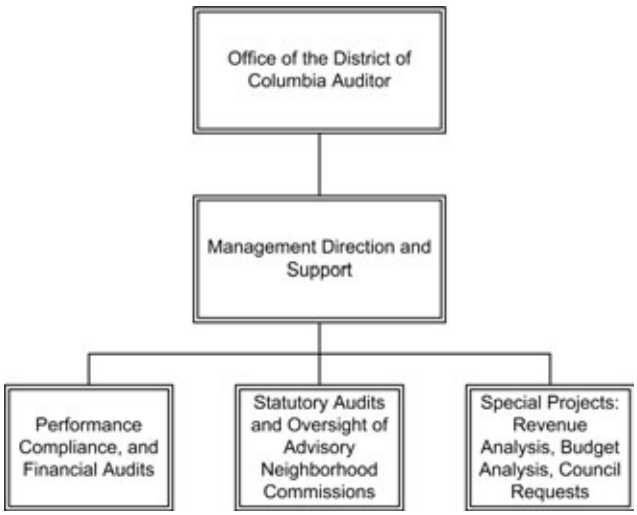
Local Funds

The proposed Local budget is $1,595,521, an increase of $296,695, or 22.8 percent, over the approved FY 2002 budget of $1,298,826. This increase is the result of a $269,671 increase in personal services and a $27,024 increase in nonpersonal services. There are 17 FTEs for this agency, an increase of three FTEs over FY 2002. This increase is part of an investment in additional personnel, training, and equipment that is necessary for the agency to meet its statutory requirements and existing workload. Significant changes include:

- A net increase of $230,312 in salaries, primarily for three additional FTEs, including a supervisory management analyst, a program analyst, and an information systems specialist, and to upgrade an existing management analyst position.
- An increase of $39,359 in fringe benefits associated with the three new positions.
- An increase of $4,500 for training.
- An increase of $20,400 for equipment, furnishings, and build-out of office space.
- A net increase of $2,124 in fixed costs.

Figure AC0-1

Office of the District of Columbia Auditor



Programs

The Office of the District of Columbia Auditor operates the following three programs:

- The Performance, Compliance and Financial Audits program annually audits the accounts, operations and programs of the District government on a rotating basis, and certifies revenue estimates in support of municipal bond issuances.
- The Advisory Neighborhood Commissions Financial Oversight program provides oversight and conducts audits of the financial activities of District government's 37 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.
- The Special Projects program performs budget analyses, financial analyses, revenue certification analyses, and research of specific programs, funds, organizational entities and issues by law upon request, or at the Auditor's discretion, and reports relevant findings and recommendations.

In FY 2003, ODCA will conduct at least five new statutory audits, including three new audit objectives based on the following legislation:

- The Mental Health Services Client Enterprise Establishment Act of 1998;
- The Equity in Contracting Amendment Act of 2000;
- The Telephone Fraud Amendment Act of 2000;
- The Government Managers Accountability Act; and
- The University of the District of Columbia Endowment Fund.

Agency Goals and Performance Measures

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

Citywide Strategic Priority Area: Enhancing Unity of Purpose and Democracy

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

Supervisor: Thomas Brown, Deputy D.C. Auditor

Measure 1.1: Amount of savings or increased revenue identified by agency (millions of dollars)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	10	10	10	10	10
Actual	19.4	41.2	-	-	-

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 opportunities."

Measure 1.2: Number of mandatory statutory audits conducted

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	9	9	9	9	9
Actual	9	10	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	15	15	15	15	15
Actual	12	17	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	37	37	37	37	37
Actual	37	37	-	-	-

Advisory Neighborhood Commissions

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$807,652	$893,515	10.6

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

ANCs are independent bodies comprised of residents elected from the District's neighborhoods. They advise District government officials on public policy issues affecting their respective neighborhoods.

ANCs provide a forum for citizens in each ward 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.

Did you know…

ANCs	37
Single Member Districts	299
Website	anc.dc.gov

Where the Money Comes From

Table DX0-1 shows the source(s) of funding for the Advisory Neighborhood Commissions.

Table DX0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	464	593	808	894	86
Gross Funds	**464**	**593**	**808**	**894**	**86**

How the Money is Allocated

Tables DX0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table DX0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	0	10	64	56	-8
Regular Pay - Other	0	0	0	20	20
Additional Gross Pay	0	1	0	0	0
Fringe Benefits - Curr Personnel	0	2	11	13	2
Personal Services	*0*	*12*	*75*	*89*	*14*
Supplies and Materials	0	0	0	4	4
Telephone, Telegraph, Telegram,	0	0	0	2	2
Other Services And Charges	-52	0	0	8	8
Contractual Services - Other	0	0	60	15	-45
Subsidies And Transfers	516	579	673	773	100
Equipment & Equipment Rental	0	1	0	3	3
Nonpersonal Services	*464*	*581*	*733*	*805*	*72*
Total Proposed Operating Budget	**464**	**593**	**808**	**894**	**86**

Table DX0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	0	0	1	1.5	0.50
Total FTEs	**0**	**0**	**1**	**1.5**	**0.50**

Local Funds

The proposed Local budget is $893,515, an increase of $85,863 or 10.6 percent over the approved FY 2002 budget of $807,652. This increase includes a $13,863 increase in personal services and a $72,000 increase in nonpersonal services. There are 1.5 FTEs for this agency, an increase of 0.5 FTEs over FY 2002.

The ANC budget consists of funding provided directly to the commissions, as well as funding for the Office of Advisory Neighborhood Commissions (OANC), which provides administrative support to the ANCs. The net increase in funding for FY 2003 is primarily due to: 1) a $50,000 increase for the ANCs to help them improve operations, including enhanced communications through newsletters or websites; and 2) a $45,000 increase for the OANC, which includes funding for a part-time position to assist the executive director and funding for supplies and contractual services as needed in order to improve communication between the 37 ANCs and their constituents, and to increase training opportunities for ANC commissioners.

Significant changes include:

- A net decrease of 7,764 in full-time salary. This includes a decrease of $9,917 reflecting a recalculation of cost for the executive director position, partially offset by an increase of $2,153 for the pay raise approved in FY 2002.
- An increase of $20,000 in other pay for the addition of a part-time position.
- A net increase of $1,627 in fringe benefits, including $3,000 for a part-time position and $323 for the pay raise approved in FY 2002. These increases are partially offset by a decrease of $1,696 to properly reflect projected benefits for the executive director position.
- An increase of $4,000 in supplies.
- An increase of $2,400 in fixed costs for telecommunications.
- An increase of $8,000 in other services and charges.
- A net decrease of $45,000 in contractual services.
- An increase of $100,000 in subsidies and transfers.
- An increase of $2,600 in equipment.

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 299 SMDs.

Please visit the ANC website (anc.dc.gov) or call (202) 727-2525 to determine your ANC or SMD.

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 OANC was established by the Comprehensive Advisory Neighborhood Commission Reform Amendment Act of 2000 to provide technical, administrative, and financial reporting assistance to the commissions. 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

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$8,293,582	$8,349,534	0.7

The mission of the Office of the Mayor is to engage citizens in defining priorities and lead the government and its partners in advancing those priorities.

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

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

Did you know…

Date sworn in	Jan. 2, 1999
Mayor's office	(202) 727-6263
Mayor's Website:	dc.gov/mayor/index.htm
Mayor's email	dc.gov/mayor/talk.htm

FY 2003 Initiatives

- Build partnerships to implement the City Wide Strategic Plan and the 39 Strategic Neighborhood Action Plans
- Expand community access to government information and resources
- Enhance collaboration with Advisory Neighborhood Commissioners
- Gain voting rights in Congress for District residents
- Obtain budgetary and legislative autonomy from Congress

Where the Money Comes From

Table AA0-1 shows the source(s) of funding for the Office of the Mayor.

Table AA0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	5,237	6,183	7,622	6,995	-627
Federal	93	181	365	849	484
Intra-District	123	865	307	506	199
Gross Funds	**5,453**	**7,229**	**8,294**	**8,350**	**56**

How the Money is Allocated

Tables AA0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AA0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	3,717	3,920	4,325	4,523	198
Regular Pay - Other	29	35	251	558	306
Additional Gross Pay	33	92	0	37	37
Fringe Benefits - Curr Personnel	547	572	686	766	79
Personal Services	*4,326*	*4,620*	*5,263*	*5,884*	*621*
Supplies and Materials	38	100	109	119	10
Energy, Comm. and Bldg Rentals	115	109	167	7	-159
Telephone, Telegraph, Telegram	406	299	312	437	125
Rentals - Land and Structures	27	102	153	53	-100
Janitorial Services	0	0	116	25	-90
Security Services	0	0	99	36	-64
Other Services and Charges	416	698	1,230	717	-513
Contractual Services - Other	77	1,114	713	454	-259
Subsidies and Transfers	-2	110	0	502	502
Equipment & Equipment Rental	50	78	132	116	-16
Nonpersonal Services	*1,127*	*2,609*	*3,031*	*2,466*	*-565*
Total Proposed Operating Budget	**5,453**	**7,229**	**8,294**	**8,350**	**56**

Table AA0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	61	67	75	73	-2.00
Federal	0	0	4	4	0.50
Intra-District	7	1	4	5	1.00
Total FTEs	**68**	**68**	**83**	**82**	**-0.50**

Local Funds

The proposed Local budget is $6,994,849, a net decrease of $626,979, or 8.2 percent, from the FY 2002 approved budget of $7,621,828. This variance includes an increase of $446,186 in personal services and a decrease of $1,073,165 in nonpersonal services.

There are 73 FTEs funded by Local sources, a net decrease of two FTEs from FY 2002. This net decrease is due to four FTEs for the Mayor's Correspondence Unit and the Tester Program being transferred to the Customer Service Operations agency in FY 2003 (the transferred budget authority totaled $376,996, including $203,800 in nonpersonal services funds primarily for the Tester Program and $173,197 in personal services for four FTEs in the Mayor's Correspondence Unit).

Additionally, two new FTEs have been hired for services that were contracted out in FY 2002. This resulted in a transfer of $92,322 from contractual services to salaries and fringe benefits for two FTEs to conduct data entry and analysis in the Office of Community Outreach. These positions had previously been contracted-out but are being funded as FTEs in an effort to provide higher quality and more timely customer service.

There is also an increase of $200,000 for an investment in the Citizens' Summit to be convened again in FY 2003.

These adjustments are incorporated into the following significant changes:

- A net increase of $409,481 in regular salaries and fringe benefits, primarily including $121,830 for the pay increase approved in FY 2002, funding for the additional two data entry FTEs, and funding for temporary employees.
- An increase of $36,705 in additional gross pay.
- A net decrease of $759 in supplies based on anticipated requirements in FY 2003.
- A net decrease of $285,111 in fixed costs due primarily to a reduction in utilities and rent.
- A decrease of $449,712 in other services and charges associated with a decrease of $526,276 in significant one-time costs in FY 2002, a reduction of $123,436 in areas such as printing, training and postage, and an increase of $200,000 for the Citizen's Summit.
- A decrease of $302,158 in contracts due to anticipated requirements in FY 2003.
- A decrease of $35,425 in equipment mainly due to the agency relocating to the Wilson Building.

Federal Funds

The proposed Federal budget is $848,995, an increase of $484,304, or 132.8 percent, over the FY 2002 approved budget of $364,691. This increase is attributed to an increase of grant funds in FY 2003. This variance includes an increase of $49,976 in personal services and an increase of $434,328 in nonpersonal services.

There are four FTEs funded by Federal sources, which represents an increase of a half FTE over FY 2002. This increase is attributed to a reallocation of resources in FY 2003.

The significant changes are as follows:

- An increase of $49,976 in personal services including $43,458 in salaries and $6,518 in fringe benefits.
- A decrease of $2,880 in fixed costs for telecommunications.

- An increase of $8,521 in supplies.
- A decrease of $77,843 in other services and charges.
- An increase of $33,830 in contractual services because of an additional grant.
- An increase of $501,500 in subsidies and transfers because of additional grant funds.
- A decrease of $28,800 in equipment because the agency will not purchase any equipment with Federal funds in FY 2003.

Intra-District

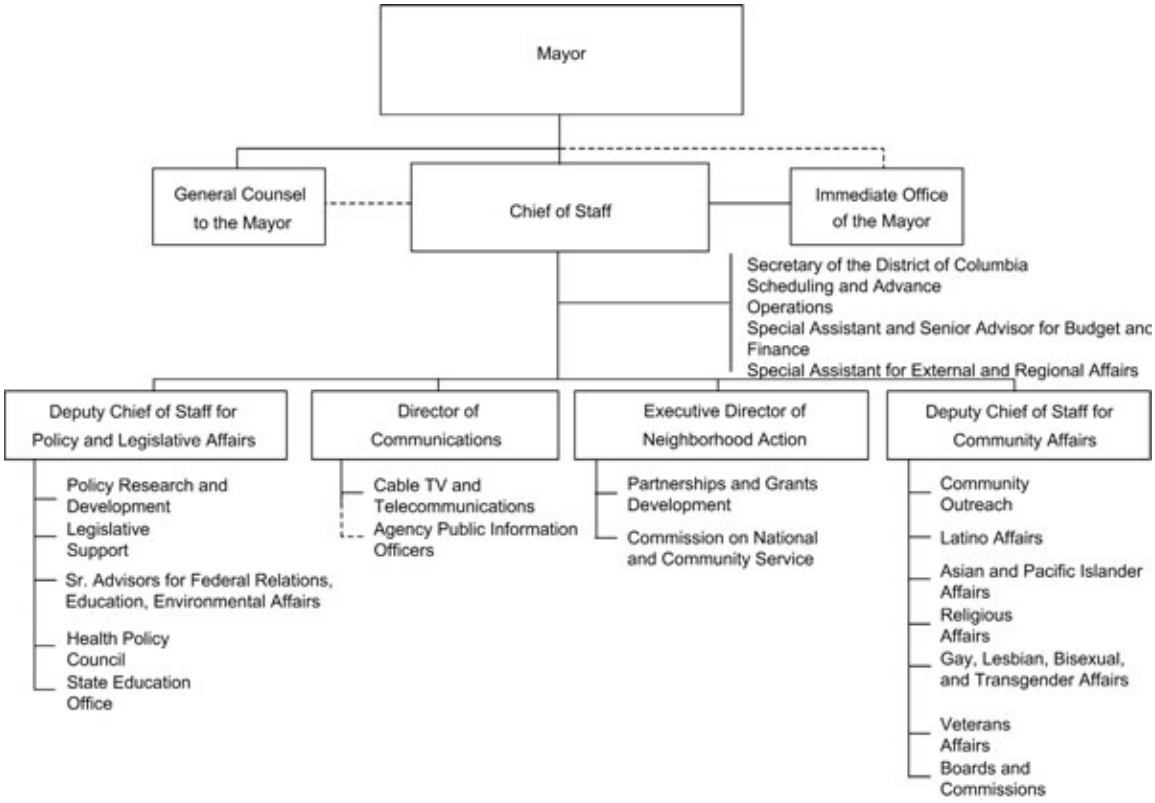
The proposed Intra-District budget is $505,690, an increase of $198,627 or 64.7 percent over the FY 2002 approved budget of $307,063. This variance includes an increase of $124,627 in personal services and an increase of $74,000 in nonpersonal services.

There are five FTEs funded by Intra-District sources, which represents an increase of one FTE over FY 2002. This increase is to establish the position of Special Assistant for the Environment.

The significant changes are as follows:

- An increase of $124,627 in salaries and fringe benefits for the position of Special Assistant for the Environment.
- An increase of $74,000 in nonpersonal services because of increased costs associated with the additional FTE.

Figure AA0-1
Office of the Mayor



Programs

The mission of the Mayor's office is performed through the following offices:

- **Community Affairs** facilitates relationship-building between the community and the government by coordinating the work of boards and commissions; community outreach; Latino affairs; Asian and Pacific Islander affairs; veterans affairs; gay, lesbian, bisexual, and transgendered affairs; and religious affairs.
- **Policy and Legislative Affairs** advances the District's legislative and policy priorities in partnership with the Council of the District of Columbia, the federal government, public school leadership, and other public entities.
- **Neighborhood Action** engages the community in dialogue through summits and other planning processes in order to define the priority goals of the government.
- **Communications** ensures the effective flow of key information between the public and the government, and between the Office of the Mayor and government agencies.

Goals and Performance Measures

Goal 1: Enhancing unity of purpose.
Citywide Strategic Priority Area: Enhancing Unity of Purpose and Democracy
Manager: Kelvin Robinson, Chief of Staff
Supervisor: Anthony A. Williams, Mayor

Measure 1.1: Support neighborhood clusters (39 total) in developing Neighborhood Strategic Plans

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	39	0	39	0
Actual	N/A	39	-	-	-

Measure 1.2: "Taxation Without Representation" license plates issued in the District (thousands)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	100	65	85	95
Actual	N/A	45	-	-	-

Note: FY 2001 target could not be accurately estimated because of unprecedented nature of this initiative. FY 2001 actual figure is estimated. FY 2002 target has been adjusted from 150,000 to 65,000 (1/12/02) based on revised projections.

Measure 1.3: Number of voting seats in Congress for District

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	3	3	3	3	3
Actual	0	0	-	-	-

Measure 1.4: Citizen summits offering District residents opportunities to provide input to update the Citywide Strategic Plan

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	4	1	2	1	2
Actual	4	2	-	-	-

Measure 1.5: Number of Advisory Neighborhood Commissions training sessions held

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	1	3	3	3	3
Actual	1	2	-	-	-

Measure 1.6: Number of Town Hall meetings held

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	8	8	8	8
Actual	N/A	10	-	-	-

Office of the Secretary

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$2,515,184	$2,609,345	3.7

The mission of the Office of the Secretary of the District of Columbia is to serve as the sole custodian of the District seal 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 agency's website.
- Design and implement a plan for reducing time needed to process Freedom of Information Act requests.

Did you know…

Website	os.dc.gov
Number of embassies in the District	more than 170
Telephone	(202) 727-6306

Where the Money Comes From

Table BA0-1 shows the source(s) of funding for the Office of the Secretary.

Table BA0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	1,706	1,748	2,425	2,516	92
Other	177	574	91	93	2
Intra-District	0	30	0	0	0
Gross Funds	**1,883**	**2,352**	**2,515**	**2,609**	**94**

How the Money is Allocated

Tables BA0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table BA0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	1,201	1,257	1,246	1,397	152
Regular Pay - Other	3	80	77	81	4
Additional Gross Pay	2	25	77	10	-67
Fringe Benefits - Curr Personnel	197	181	209	231	22
Personal Services	*1,403*	*1,542*	*1,609*	*1,719*	*110*
Supplies And Materials	0	25	58	30	-27
Energy, Comm. And Bldg Rentals	63	58	54	73	19
Telephone, Telegraph, Telegram	45	35	40	28	-12
Rentals - Land And Structures	8	0	25	131	106
Janitorial Services	0	0	47	48	1
Security Services	0	0	15	17	2
Other Services And Charges	140	471	441	378	-63
Contractual Services - Other	225	193	197	166	-31
Equipment & Equipment Rental	0	28	29	19	-10
Nonpersonal Services	*481*	*810*	*906*	*890*	*-16*
Total Proposed Operating Budget	**1,883**	**2,352**	**2,515**	**2,609**	**94**

Table BA0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	23	23	25	25	0.00
Other	2	0	2	2	0.00
Total FTEs	**25**	**23**	**27**	**27**	**0.00**

Local Funds

The proposed Local budget is $2,516,260, an increase of $91,740, or 3.8 percent, over the FY 2002 approved budget of $2,424,520. The variance includes an increase of $107,723 in personal services and a decrease of $15,983 in nonpersonal services.

There are 25 FTEs funded by local sources, which represents no change from FY 2002.

Significant changes are:

- An increase of $175,098 in salaries and fringe benefits for the pay raise approved in FY 2002 and for promotions within the agency.
- A decrease of $67,375 in additional gross pay based on historical expenditures in this area.
- A decrease of $27,326 in supplies because of cost-saving initiatives.
- An increase of $115,283 in fixed costs mainly because of an increase in telecommunications.
- A decrease of $93,940 in other services and contractual services, including a reduction of $22,266 due to a reassessment of the agency's needs and a reduction of $71,674 in printing costs.
- A reduction of $10,000 in equipment is associated with cost-saving initiatives.

Other Funds

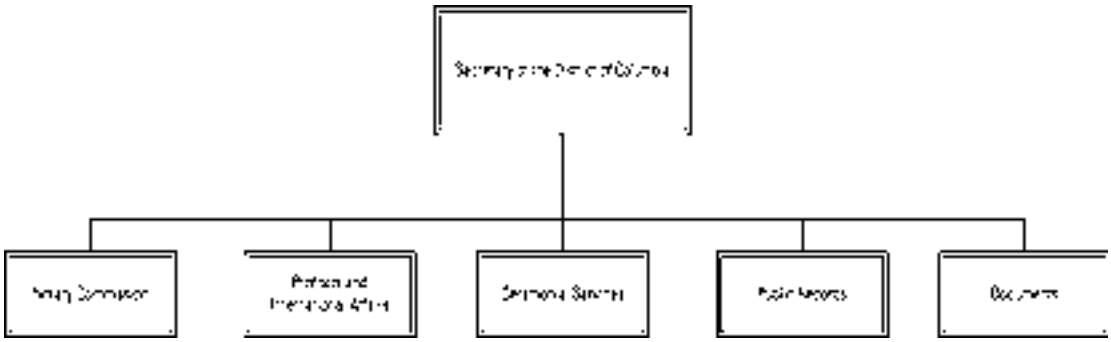
The proposed Other budget is $93,085, an increase of $2,421 or 2.7 percent over the FY 2002 approved budget of $90,664.

There are two FTEs funded by Other sources, which represents no change from FY 2002.

The significant change is:

- An increase of $2,421 in personal services to fund step increases.

Figure BA0-1
Office of the Secretary



Programs

The Office of the Secretary operates the following programs:

Ceremonial Services

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

Notary Commissions and Authentication

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

Public Records and Archival Administration

This program selects, preserves, and makes available the permanent records of the District government.

Documents and Administrative Issuances

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

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.

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: Enhancing Unity of Purpose and Democracy

Manager: Carlton M. Terry, Special Assistant for Protocol and International Affairs

Supervisor: Beverly D. Rivers, Secretary of the District of Columbia

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	40	50	55	60
Actual	50	38	-	-	-

Measure 1.2: Number of Sister Cities programs

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	3	3	3	4
Actual	N/A	3	-	-	-

Measure 1.3: Number of protocol agreements

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	3	4	5	6
Actual	N/A	2	-	-	-

Measure 1.4: Number of events hosted

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	2	3	4	4
Actual	3	2	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Betty Akers, Director, Ceremonial Services

Supervisor: Beverly D. Rivers, Secretary of the District of Columbia

Measure 2.1 Number of ceremonial documents issued

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	1,200	1,200	1.200	1,200
Actual	1,056	1,557	-	-	-

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 2000	2001	2002	2003	2004
Target	85	90	90	92	95
Actual	90	90	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Arnold Finlayson, Administrator, Office of Documents and Administrative Issuances (Measures 3.1, 3.2, 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, 3.5, 3.6, 3.7)

Supervisor: Beverly D. Rivers, Secretary of the District of Columbia

Measure 3.1: Subscriptions to District of Columbia Register

	Fiscal Year 2000	2001	2002	2003	2004
Target	350	400	450	500	500
Actual	419	561	-	-	-

Measure 3.2: Number of District of Columbia Municipal Regulations

	Fiscal Year 2000	2001	2002	2003	2004
Target	3,200	3,500	3,700	3,800	3,800
Actual	3,534	3,792	-	-	-

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	80	100	110	115	120
Actual	99	141	-	-	-

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	25	27	28	29	30
Actual	27	28	-	-	-

Measure 3.5: Number of notary applications processed

	Fiscal Year 2000	2001	2002	2003	2004
Target	900	1,200	1,250	1,300	1,300
Actual	1,297	1,600	-	-	-

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	650	700	725	750	800
Actual	702	802	-	-	-

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	250	270	280	290	300
Actual	283	296	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	325	330	328	329	330
Actual	424	396	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	200	220	230	240	250
Actual	290	266	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	15	22	23	24	25
Actual	24	26	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	5	8	10	11	12
Actual	8	12	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	800	1,000	1,200	1.300	1,400
Actual	1,016	1,369	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	7	10	12	13	14
Actual	11	13	-	-	-

Customer Service Operations

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$1,897,835	$2,237,805	17.9

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.

Customer Service Operations develops and implements customer service standards and policies that govern service delivery operations in agencies that report to the Mayor. Formerly the Citywide Call Center, the name of this agency has been changed to reflect the transfer of additional customer service functions from the Office of the Mayor, including the Mayor's Correspondence Unit and the Telephone Testers program.

Did you know…

Telephone	202 727-1000
Mayor's email address	dc.gov/mayor/talk.htm
Ask the Mayor calls to the Citywide Call Center in FY 2001	757,937
Service requests in FY 2001	89,942
Constituent letters and email to the Mayor in FY 2001	20,987

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.

Where the Money Comes From

Table CW0-1 shows the source(s) of funding for Customer Service Operations.

Table CW0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	0	551	1,898	2,238	340
Intra-District	0	869	0	0	0
Gross Funds	**0**	**1,420**	**1,898**	**2,238**	**340**

How the Money is Allocated

Table CW0-2 and 3 shows the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CW0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	0	940	1,340	1,647	307
Regular Pay - Other	0	25	0	0	0
Additional Gross Pay	0	35	32	0	-32
Fringe Benefits - Curr Personnel	0	174	201	247	45
Personal Services	*0*	*1,175*	*1,573*	*1,893*	*320*
Supplies and Materials	0	13	21	10	-11
Telephone, Telegraph, Telegram, Etc	0	0	0	23	23
Other Services and Charges	0	52	104	60	-44
Contractual Services - Other	0	71	200	241	41
Equipment & Equipment Rental	0	109	0	10	10
Nonpersonal Services	*0*	*245*	*325*	*344*	*20*
Total Proposed Operating Budget	**0**	**1,420**	**1,898**	**2,238**	**340**

Table CW0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	0	34	38	42	4.00
Total FTEs	**0**	**34**	**38**	**42**	**4.00**

Local Funds

The proposed Local budget is $2,237,805, an increase of $339,970, or 17.9 percent, over the FY 2002 approved budget of $1,897,835. This increase is the result of a $320,192 increase in personal services and a $19,778 increase in nonpersonal services. There are 42 FTEs funded by local sources, an increase of four FTEs over FY 2002.

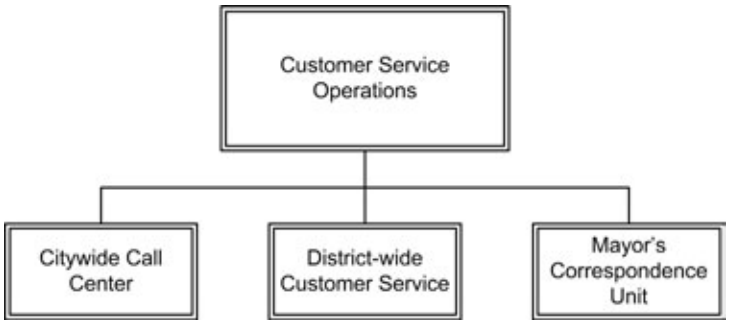
The increase in FTEs and budget authority is primarily the result of a transfer of two customer service functions from the Office of the Mayor to Customer Service Operations. These include the Mayor's Correspondence Unit and the Telephone Testers program. The transferred budget authority totaled $376,996, including $203,800 in nonpersonal service funds, primarily for contractual services for the Telephone Testers program, and $173,196 in personal services for four FTEs in the Mayor's Correspondence Unit.

Significant changes are:

- A net increase of $257,218 in salaries for salary adjustments and the addition of four FTES from the Office of the Mayor.
- An increase of $62,974 for the pay increase approved in FY 2002.
- A net increase of $40,351 in supplies, contractual services, and equipment. The main impacts in these areas include an increase of $200,000 for the Telephone Testers program, miscellaneous cuts to fund higher fixed costs, and a decrease of $100,000 associated with cost-saving initiatives to reduce public relations costs.
- An increase of $22,950 for telecommunications costs because of increased activity in the Call Center.
- A decrease of $43,523 in other services and charges for lower printing and maintenance charges.

Figure CW0-1

Customer Service Operations



Programs

In September 2001, Mayor Williams created a citywide Customer Service Operations agency to build a District infrastructure in which customer satisfaction and feedback drives operational improvements and service delivery. Accordingly, Customer Service Operations serves as the leadership umbrella for the city's customer service initiatives and for all areas of direct constituent contact, which include 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. It receives and directs calls for service. The Mayor's Correspondence Unit serves the same function for letters and email. It 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.

Key initiatives in FY 2003 include:

- Decrease response times for constituent inquiries and requests for service via both telephone and written correspondence.
- Enhance professionalism of front-line employees.
- Facilitate scheduled service delivery processes and enhance access to service delivery information.
- Increase constituent information exchange with District leadership.
- Publicize the availability of, and access to, government services, schedules and contact information via print, local media, employee workshops, community engagements, the web and other technology.

Agency Goals and Performance Measure

Goal 1: Establish reliable entry points to government agencies.

Citywide Strategic Priority Area: Making Government Work

Manager: Yvonne McManus, Special Assistant, Customer Service Operations

Supervisor: Lisa M. Morgan, 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				
	2000	2001	2002	2003	2004
Target	N/A	N/A	70	80	90
Actual	N/A	N/A	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Yvonne McManus, Special Assistant

Supervisor: Lisa M. Morgan, Director

Measure 2.1: Percentage of employees participating in customer service training

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	70	85	100
Actual	N/A	N/A	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	80	85	90
Actual	N/A	N/A	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Kelly Valentine, Chief of Staff

Supervisor: Lisa M. Morgan, Director

Measure 3.1: Percentage of scheduled services performance data available on the D.C. website

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

Office of the City Administrator

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget			
Office of City Administrator	$27,805,816	$30,147,634	8.4
Criminal Justice Coordinating Council	$469,000	---	-
TOTAL	**$28,274,816**	**$30,147,634**	**6.6**

The FY 2002 approved budget of $28,274,816 for the Office of City Administrator included $469,000 for the Criminal Justice Coordinating Council. As a result of the separation, the OCA will continue to use the same agency code AE0. A new agency code FJ0 has been established for the Criminal Justice Coordinating Council.

The mission of the Office of the City Administrator (OCA) is to provide District agencies with direction and support to improve government operations and enhance service delivery.

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

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

Where the Money Comes From

Table AE0-1 shows the source(s) of funding for the Office of the City Administrator.

Table AE0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	2,682	4,793	6,890	11,584	4,695
Federal	11,856	10,813	21,119	18,142	-2,977
Other	0	0	0	0	0
Intra-District	617	955	266	421	155
Gross Funds	**15,155**	**16,561**	**28,275**	**30,148**	**1,873**

How the Money is Allocated

Tables AE0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AE0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	2,249	3,344	4,447	5,475	1,027
Regular Pay - Other	1,047	894	721	952	232
Additional Gross Pay	47	191	0	16	16
Fringe Benefits - Curr Personnel	460	643	723	938	215
Personal Services	*3,803*	*5,072*	*5,891*	*7,381*	*1,490*
Supplies and Materials	84	125	21	39	18
Energy, Comm. and Bldg Rentals	47	27	29	237	208
Telephone, Telegraph, Telegram, Etc	62	91	18	178	160
Rentals - Land and Structures	80	85	57	16	-41
Janitorial Services	0	0	18	1	-16
Security Services	0	0	21	2	-19
Other Services and Charges	97	271	1,352	500	-852
Contractual Services - Other	522	2,441	403	4,305	3,902
Subsidies and Transfers	10,296	8,228	20,443	17,404	-3,040
Equipment and Equipment Rental	165	221	21	84	63
nonpersonal Services	*11,352*	*11,488*	*22,383*	*22,767*	*383*
Total Proposed Operating Budget	**15,155**	**16,561**	**28,275**	**30,148**	**1,873**

Table AE0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	36	66	76	98	22.00
Federal	0	1	16	16	0.00
Intra-District	3	0	4	6	2.00
Total FTEs	**39**	**67**	**96**	**120**	**24.00**

Local Funds

The proposed Local budget is $11,584,273, an increase of $4,694,768, or 68.1 percent, over the FY 2002 approved budget of $6,889,505. This includes an increase in personal services of $1,280,572 and an increase in nonpersonal services $3,414,196. There are 98 FTEs funded by Local funds, an increase of 22 FTEs over FY 2002.

The increase in funding and FTEs for the OCA is primarily due to the transfer of the management responsibility for the Disability Compensation Fund from the Office of Personnel. This $4,252,652 transfer includes 13 FTEs and accounts for 90.6 percent of the Local budget increase in the OCA.

An additional investment includes $650,000 and six FTEs to establish an Office of Medicaid Public Provider Reform, which will provide oversight and project coordination of agency-based Medicaid operations and integrate the policy and financial aspects of reform activities.

In the OCA's Office of Risk Management, $500,000 is provided to consolidate functions from several District agencies into one organizational area to conduct analysis, contract for an actuarial review, prepare a comprehensive risk map, study vehicle risk control strategy, and operate an awareness promotion program.

An additional $120,000 is provided to establish a Deputy Mayor for Operations, who will focus on coordination of infrastructure and support operations provided by the Departments of Motor Vehicles, Public Works and Transportation, and the Offices of the Chief Technology Officer, Contracting and Procurement, Personnel, Property Management, and Risk Management.

The Criminal Justice Coordinating Council (CJCC) including a Local budget of $169,000, has been separated out of the OCA and established as its own agency.

Finally, the Office of Labor Relations and Collective Bargaining will remain within the OCA but has been established as a separate responsibility center with a budget of $1,121,473, including $966,473 in Local funds and $155,000 in Intra-District.

These funding adjustments have been incorporated into the following significant changes:

- An increase of $1,027,265 in salaries associated with the additional FTEs. This also includes an increase of $124,554 for the pay raise approved in FY 2002 and a decrease of $143,650 to reflect the separation of the CJCC from the OCA.
- An increase of $15,805 in additional gross pay to provide employee incentives for continuing programs.
- An increase of $187,502 in fringe benefits associated with the additional FTEs. This also includes an increase of $18,683 for the pay raise approved in FY 2002 and a decrease of $25,350 due to the separation of the CJCC.
- An increase of $40,385 in supplies to meet the needs in the Office of Risk Management.
- An increase of $277,403 in fixed costs, attributable mostly to increases in utilities and telecommunications.
- A decrease of $823,343 in other services and charges to meet the changing needs of the agency.
- A net increase of $3,899,751 in contractual

services, primarily for the management of the Disability Compensation Fund.

- An increase of $70,000 in equipment for the Office of Risk Management.

Federal Funds

The proposed Federal budget is $18,142,432, a decrease of $2,976,950, or 14.1 percent, from the FY 2002 approved budget of $21,119,382. This variance includes an increase of $104,189 in personal services and a decrease of $3,081,139 in nonpersonal services.

There are 16 FTEs funded by Federal sources, which represents no change from FY 2002.

Significant changes are:

- An increase of $104,189 in salaries and fringe benefits for step increases.
- A decrease of $22,256 in supplies.
- An net increase of $14,550 in fixed costs.
- A decrease of $28,900 in other services due to a reassessment of agency needs.
- An increase of $2,500 in contractual services.
- A decrease of $3,039,533 in subsidies and transfers due to a reduction in federal grants.
- A decrease of $7,500 in equipment.

Intra-District

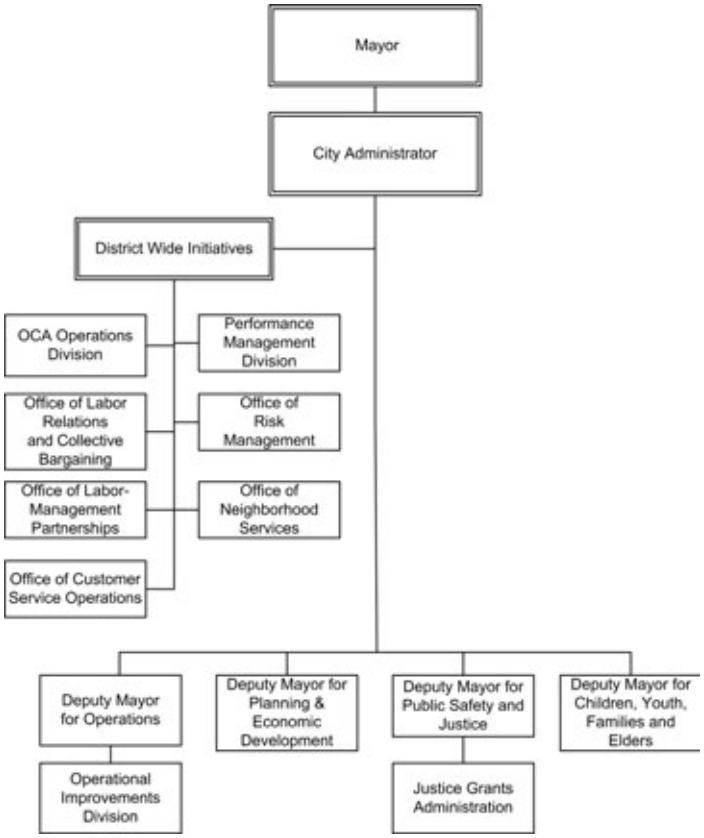
The proposed Intra-District budget is $420,929, which represents an increase of $155,000, or 58.3 percent, over the FY 2002 budget of $265,929.

There are six FTEs funded by Intra-District sources, an increase of two FTEs over FY 2002.

- The significant change is:
  An increase of $155,000 to fund two new FTEs for the Office of Labor Relations and Collective Bargaining.

Figure AE0-1

Office of the City Administrator



Programs

By FY 2002, it became clear that the responsibility for coordination of the operation of all city agencies together with the addition of new services and programs, including the establishment of a separate Department of Transportation and the expansion of performance management, neighborhood services, and risk management programs, the workload of the City Administrator/Deputy Mayor for Operations had grown to such an extent that it necessitated dividing those functions.

Accordingly, in FY 2003 the responsibilities of City Administrator/Deputy Mayor for Operations will be split into two positions. A new Deputy Mayor for Operations (being proposed in FY 2002) will focus on infrastructure and support operations of the Departments of Motor Vehicles, Public Works, and Transportation, and the offices of the Chief Technology Officer, Contracting and Procurement, Personnel, Property Management and Risk Management.

The Office of the City Administrator includes: the City Administrator, the Office of the Deputy Mayor for Operations, the Office of the Deputy Mayor for Children, Youth, Families, and Elders, and the Office of the Deputy Mayor for Safety and Justice. All Deputy Mayors' budget authorizations, except those of the Deputy Mayor for Planning and Economic Development, are within the Office of the City Administrator. The Deputy Mayors assist agencies under their purview in resolving day-to-day problems and also help them develop and oversee the execution of the Mayor's agenda and Citywide Strategic Plan.

Consistent with its mission, the OCA operates the following programs:

The Office of the City Administrator

This office oversees and coordinates the deputy mayors and agency directors in managing agency operations and developing and executing plans for reform; coordinates the budget formulation and execution process with the Office of the Mayor and the Chief Financial Officer; oversees the process for updating and monitoring the Citywide Strategic Plan, agency strategic plans, scorecard goals, customer service standards, agency director performance contracts, and neighborhood services. The office also serves as a point of contact for the District's independent agencies that are not under the direct authority of the Mayor, such as Water and Sewer Authority and the D.C. Public Schools. Additionally, several major District-wide programs are executed through the City Administrator: Performance Management, Customer Service Operations, Neighborhood Services, Risk Management, Labor Relations and Collective Bargaining, and Labor-Management Partnerships. A discussion of each area of responsibility follows:

The Office of the Deputy Mayor for Operations

This office supports the efficient and effective delivery of city services through the planning and acquisition of human resources, goods and services, space, and technology. The Deputy Mayor for Operations is responsible for coordination and oversight of the following agencies: the departments of Motor Vehicles, Public Works, and Transportation, and the offices of Contracting and Procurement, Personnel, Property Management, and Risk Management.

The Deputy Mayor also manages the Operational Improvement Division and works with the City Administrator and Office of the Chief Technology Officer to coordinate IT Operations across the District.

The Office of the Deputy Mayor for Planning and Economic Development

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

Insurance and Securities Regulation, Department of Housing and Community Development, Department of Banking and Financial Institutions, Office of Local Business Development, and Office of Planning.

The Office of the Deputy Mayor for Public Safety and Justice

This office supports the District's public safety operations with the goals of effecting neighborhood development and sustaining healthy neighborhoods. The Deputy Mayor for Public Safety and Justice is responsible for coordination and oversight of the following agencies: Department of Corrections, Emergency Management Agency, Fire and Emergency Medical Services, Metropolitan Police Department, Office of the Chief Medical Examiner, and Justice Grants Administration. This office also coordinates closely with the federal public safety agencies that either provide services within the District or that have legal jurisdiction. In addition, the Deputy Mayor is responsible for overseeing coordinated disaster planning and emergency preparedness activities, including the periodic review and updating of the District Response Plan, timely and appropriate procurement of goods and services with the Federal emergency preparedness funds, and policy and operational coordination with the Federal agencies, surrounding local jurisdictions, and the relevant private sector organizations.

The Office of the Deputy Mayor for Children, Youth, Families and Elders

This office addresses the educational, health, and economic needs of the District's families, children, youth and individuals. Special attention is paid to the District's elderly and disabled residents. The Deputy Mayor for Children, Youth, Families and Elders is responsible for coordination and oversight of the following agencies: Department of Health, Department of Human Services, Department of Parks and Recreation, Office on Aging, and the Office of Human Rights. Additionally, coordination efforts exist for the following independent agencies: D.C. Public Libraries, D.C. Public Schools, D.C. Public Charter Schools and the University of the District of Columbia.

The Office of Customer Service Operations

This office provides management oversight to operational/customer service programs that cut across all District of Columbia agencies. These programs oversee the development, coordination, and improvement of frontline District services. These programs are responsible for maintaining a District-wide customer service infrastructure; providing resident accessibility to District government agencies; ensuring timely responses to constituent calls, written correspondence, and request for services; and enforcement of customer service standards (frontline service delivery, phone etiquette, and employee appearance). To assist in these functions, a District-wide customer service council comprised of the customer service directors of cabinet agencies, who lend guidance under the leadership of the District's Director of Customer Service.

The Office of Neighborhood Services

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

The Office of Risk Management

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 cross-cutting strategies to manage risk.

The Risk Management Division will assume management responsibilities for the Disability Compensation Fund from the Office of Personnel.

The Office of Labor Relations and Collective Bargaining (OLRCB)

This office is responsible for administering the program of collective bargaining and labor relations for the agencies that are under the direct personnel authority of the Mayor pursuant to §1-618 of the D.C. Code. These responsibilities include leading the negotiation efforts between the District and exclusive representatives of collective bargaining units, which represent approximately 75 percent of the District's workforce, not including supervisors and managers. The OLRCB also is responsible for representing the personnel authorities under the Mayor in arbitrations and administrative hearings before the Public Employee Relations Board (PERB) including representation matters, unfair labor practice cases, negotiability determinations and appeals of arbitrators' awards.

In FY 2003 the budget for the OLRCB has been included as a separate responsibility center in the OCA.

The Office of Labor-Management Programs (OLMP)

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

Key Policy Initiatives:

City Administrator:

- Complete the next round of labor negotiations for FY 2004-2006.
- Expand the Neighborhood Services Initiative FY 2002 pilot activities addressing healthy and economically vibrant neighborhoods citywide.
- Complete implementation of a systematic risk control and cost of risk allocation program based on credible exposure and claims experience data.
- Support cross-government effort to reform Special Education programs

Deputy Mayor for Children, Youth, Families and Elders:

- Develop a multidisciplinary, interagency task force to provide coordinated case management for at-risk children and their families.
- Facilitate and staff an external task force on Medicaid Reform, with members to be appointed by the Mayor.
- Develop and finalize plans to establish an Office of Medicaid Reform and appoint a director of this office.

Deputy Mayor for Public Safety and Justice:

- Institutionalize an Emergency Preparedness system in the District across agencies, including creating an inter-agency Council to monitor, oversee, and refine the District Response Plan and ensuring Federal funds are secured and spent to support that plan.
- Institutionalize a planning and funding system to provide enhanced services to victims in the District of Columbia.
- Support multi-agency local and federal collaboration on criminal justice issues including creation of a multi-agency health and science center, a unified command center, and Criminal Justice Coordinating Council projects.

Agency Goals and Performance Measures

Goal 1: Strengthening children, youth, families, and individuals.

Citywide Strategic Priority Area: Strengthening Children, Youth, Families and Individuals
Manager: Carolyn Graham, Deputy Mayor for Children, Youth, Families and Elders
Supervisor: Anthony A. Williams, Mayor

Measure 1.1: Increase the number of women entering prenatal care in the first trimester in Wards 5, 6, 7, and 8

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	118	130	130	130	N/A
Actual	152	95	-	-	-

Note: FY04 target is under development by DOH (3/7/02).

Measure 1.2: Number of TANF and low-income working parents receiving childcare

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	8914	9805	10786	11677
Actual	7653	9261	-	-	-

Measure 1.3: Percentage of childcare facilities receiving national accreditation

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	20	45	85	90	95
Actual	30	76	-	-	-

Note: 21 total facilities.

Measure 1.4: Increase the number of persons with disabilities who achieve successful employment outcomes

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	829	890	890	890	N/A
Actual	716	793	-	-	-

Note: FY04 target is TBD.

Measure 1.5: Increase the targeted number of at-risk youth placed in jobs upon returning to their communities

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	35	50	60	72	80
Actual	42	106	-	-	-

Measure 1.6: Develop employment and on-the-job training opportunities for at least 300 seniors residing in the District of Columbia

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	324	330	335
Actual	301	324	-	-	-

Measure 1.7: Reduce the number of infants and children in group homes

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	75	50	25	TBD
Actual	N/A	72	-	-	-

Measure 1.8: Develop a children's system of care with the goal of increasing the number of children identified for diversion

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	25	50	TBD
Actual	N/A	N/A	-	-	-

Goal 2: Building and sustaining neighborhoods.

Citywide Strategic Priority Area: Building and Sustaining Healthy Neighborhoods
Manager: Margret Nedelkoff Kellems, Deputy Mayor for Public Safety and Justice
Supervisor: Anthony A. Williams, Mayor

Measure 2.1: Reduce Part I Violent Crimes compared to the prior year

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	-5	-2	-2	-2	-2
Actual	-2.6	3	-	-	-

Measure 2.2: Reduce Part I Property Crimes compared to the prior year

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	-5	-2	-2	-2	-2
Actual	-6.3	-4.1	-	-	-

Measure 2.3: Percentage of critical medical calls for Advanced Life Support (ALS) service dispatched in 2:00 minutes or less, measured as "Call to Dispatch"

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	45	55	65
Actual	N/A	N/A	-	-	-

Note: Measured from the time a Fire/EMS call taker picks up the call at Communications and begins patient evaluation to the time a Fire/EMS call taker/dispatcher dispatches an ALS, paramedic-capable unit. ALS, paramedic-capable units include first responders medic units, Paramedic Engine Companies (PECs), Rapid Response Units, and EMS Supervisors. This standard is the NFPA 1221 measure for "Call to Dispatch" (1998). To calculate this figure, obvious system entry errors that do not reflect true call-to-dispatch time will be analyzed separately for quality assurance and system improvements. FEMS will mandate

that in addition to target and actual performance figures, reports for response time measures shall include the following response time measures for context and QA/CQI: mean (average) response time, median (midpoint) response time and 90th percentile response time. Fire/EMS is implementing new technologies in FY 2002 such as automatic vehicle locators, mobile data terminals, as well as additional employee training programs on the dispatch system. The addition of these technologies will require training and adaptation by the users and may impact dispatch time, increasing it slightly, until users are familiar with them.

Measure 2.4: Percentage of critical medical calls for Advanced Life Support (ALS) service responded to in less than 8 minutes, measured as "Dispatch to Scene"

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	80	90	90
Actual	N/A	N/A	-	-	-

Note: This figure is calculated from the time a Fire/EMS ALS, paramedic-capable unit is dispatched to the time it arrives "On Scene." ALS, Paramedic-capable units include first responders medic units, Paramedic Engine Companies (PECs), Rapid Response Units, and EMS Supervisors. This standard is the COG measure for "Dispatch to Scene" (1993, Draft). It is a more stringent standard than its equivalent NFPA standard, 1710, 5.3.3.4.3 (2001), which permits one minute [1:59] for "Dispatch to Enroute" and eight minutes [8:59] for "Enroute to Scene" for a total of nine minutes [10:58] when measured as "Call to Scene." To calculate this figure, obvious system entry errors that do not reflect true call-to-dispatch time will be analyzed separately for quality assurance and improvements. FEMS will mandate that in addition to target and actual performance figures, reports for response time measures shall include the following response time measures for context and QA/CQI: mean (average) response time, median (midpoint) response time and 90th percentile response time.

Measure 2.5: Percentage of total $156 million Federal Emergency Preparedness funds expended to support the District Response Plan

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	45	100	N/A
Actual	N/A	N/A	-	-	-

Goal 3: Making government work.

Citywide Strategic Priority Area: Making Government Work

Manager: John A. Koskinen, Deputy Mayor/City Administrator[1]; New Deputy Mayor for Operations[2]

Supervisor: Anthony A. Williams, Mayor

Measure 3.1: Percentage of license and registration transactions at the DMV with wait times of 30 minutes or less[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	80	80	80	80	85
Actual	51	70	-	-	-

Measure 3.2: Number of streets and alleys in the District's neighborhoods and commercial areas resurfaced[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	200	200	200	200	200
Actual	371	676	-	-	-

Measure 3.3: Percentage of District's main numbers providing telephone services rated good or excellent on courtesy, knowledge, etiquette, and overall impression[1]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	80	85	90
Actual	N/A	N/A	-	-	-

Note: This measure consolidates four measures from FY 2001. Agencies are rated on whether they meet all four rating criteria, not separately as the FY 2001 measures implied.

Measure 3.4: Percentage of the District's gateways, commercial, and residential areas (surveyed by Clean City Teams) that will be rated clean or moderately clean[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	80	80	82	85	85
Actual	66	90.6	-	-	-

Measure 3.5: Percentage of scheduled services completed within timetables that will be rated clean moderately clean[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	80	82	85
Actual	47.2	73.6	-	-	-

Measure 3.6: Number of District employees completing training through the Center for Workforce Development including managerial/supervisory training, essential skills training, computer system and network certification and the Certified Public Manager Program[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	6780	7845	7359	7255	7255
Actual	7849	8303	-	-	-

Measure 3.7: Number of agencies with operating labor management partnerships[1]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	28	33	38
Actual	N/A	8	-	-	-

Measure 3.8: Percent of all managers, supervisors and excepted service staff under the personnel authority of the Mayor with Individual Performance Plans (IPPs) in place[2]

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	80	85	90	90
Actual	N/A	93	-	-	-

Measure 3.9: Number of agencies preparing performance-based budgets for the following fiscal year (cumulative total)[1]

	2000	2001	2002	2003	2004
Target	N/A	N/A	7	27	N/A
Actual	N/A	N/A	-	-	-

Note: Performance-based budgeting began in FY 2001 to prepare the FY 2003 budget by March 2002 and will begin in FY 2002 to prepare the FY 2004 budget by March 2003. FY04 target is TBD.

D.C. Office of Personnel

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$17,137,761	$13,143,235	-23.3

The mission of the D.C. Office of Personnel (DCOP) is to provide comprehensive human resources management services that strengthen individual and organizational performance, enabling the District 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 pursuant to the 1978 Merit Personnel Act, 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 and agency directors on all matters relating to the effective use of employees and personnel management programs and policies.

The agency also manages Human Resources Development (see agency HD0) that 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.
- Consistently support high quality performance.
- Build a professional and effective human resources management infrastructure.

Did you know…

Website	dcop.dc.gov
Telephone	(202) 442 9600
Email for the Capital City Fellows Program	capcity.fellows@dc.gov

Where the Money Comes From

Table BE0-1 shows the source(s) of funding for the Office of Personnel.

Table BE0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	9,174	8,539	14,602	10,650	-3,952
Other	1,893	1,573	1,306	812	-494
Intra-District	631	719	1,230	1,681	451
Gross Funds	**11,698**	**10,831**	**17,138**	**13,143**	**-3,995**

How the Money is Allocated

Tables BE0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table BE0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	7,033	5,649	7,656	7,601	-55
Regular Pay - Other	227	566	16	16	0
Additional Gross Pay	173	360	0	0	0
Fringe Benefits - Curr Personnel	995	978	1,139	1,108	-31
Personal Services	*8,428*	*7,554*	*8,811*	*8,725*	*-86*
Supplies and Materials	73	89	96	95	-1
Energy, Comm. And Bldg Rentals	177	164	218	189	-29
Telephone, Telegraph, Telegram	187	116	81	82	2
Rentals - Land And Structures	332	115	152	177	25
Janitorial Services	0	0	93	95	2
Security Services	0	0	142	151	10
Other Services And Charges	544	465	1,066	589	-477
Contractual Services - Other	1,826	2,165	6,316	2,693	-3,623
Equipment & Equipment Rental	131	163	163	343	179
Nonpersonal Services	*3,270*	*3,278*	*8,327*	*4,415*	*-3,912*
Total Proposed Operating Budget	**11,698**	**10,831**	**17,138**	**13,143**	**-3,995**

Table BE0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	103.25	98	124.5	113.25	-11.25
Other	17	16	20	11	-9.00
Intra-District	20	21	28.75	36	7.25
Total FTEs	**140.25**	**135**	**173.25**	**160.25**	**-13.00**

Agency Realignment

For FY 2003, the D.C. Office of Personnel will undergo a realignment of its intra-agency budgeting, staffing and operations. Consequently, there are areas of significant variance in budgeting from FY 2002 to FY 2003.

Transfer of Disability Compensation Fund Administration

Management costs and FTE authorization for administration of the Disability Compensation Fund (see agency BG0) have been transferred from the D.C. Office of Personnel to the Risk Management Division within the Office of the City Administrator (see agency AE0).

Local Funds

The proposed Local budget is $10,650,454, which represents a decrease of $3,951,825, or 27.0 percent, from the FY 2002 approved budget of $14,602,279. Personal services decreased by $7,392 and nonpersonal services decreased by $3,944,433 from FY 2002 levels. There are 113.25 FTEs funded by local sources, a decrease of 11.25 FTEs from FY 2002. Most of this reduction is associated with the transfer of the administrative management of the Disability Compensation Fund as previously outlined and a cost-saving initiative discussed below.

Significant changes are:

- A net decrease, because of the net reduction of 11 FTEs, of $7,392 in regular pay and fringe benefits which includes the pay raise approved in FY 2002. There is also a decrease in FTEs as a result of the transfer of the Disability Compensation Fund to the Office of the City Administrator and the cost-saving initiative.
- An increase of $5,679 in fixed costs, primarily attributable to an increase in rent and security and a decrease in energy.
- A net decrease of $4,159,517 in other services and charges and contractual services, primarily attributable to the transfer of the Disability Compensation Fund as previously described and the cost-saving initiative.
- A net increase of $209,405 in equipment and supplies, primarily attributable to a technical amendment for license fees to support a previously purchased computer software system.

Incorporated above are the following adjustments:

- An increase of $475,000 and one FTE for a study of police and fire compensation.
- A decrease of $4,252,652 and a reduction of 13 FTEs was associated with the transfer of the management of the Disability Compensation Fund to the Office of the City Administrator.
- An increase of $329,000 and one FTE to support the creation of a Personnel Review Unit to verify residency, resumes and other aspects of employment regulations.
- A decrease of $469,000 representing a cost-saving initiative reducing equipment, training.

Other Funds

The proposed Other budget is $811,991, a decrease of $493,657, or 37.8 percent, from the FY 2002 approved budget of $1,305,648. Personal services decreased by $529,207 and nonpersonal services increased by $35,550 over the FY 2002 level. There are 11 FTEs funded by Other sources, a decrease of nine FTEs from FY 2002.

Significant changes are:

- A net decrease of $529,207 in regular pay and fringe benefits attributable to the agency's realignment, which transferred FTEs from the Other Funds budget to the Intra-District budget.
- An increase of $9,000 in supplies and $4,000 in fixed costs.
- An increase of $59,550 in other and contractual services.
- A decrease of $37,000 in equipment.

Intra-District

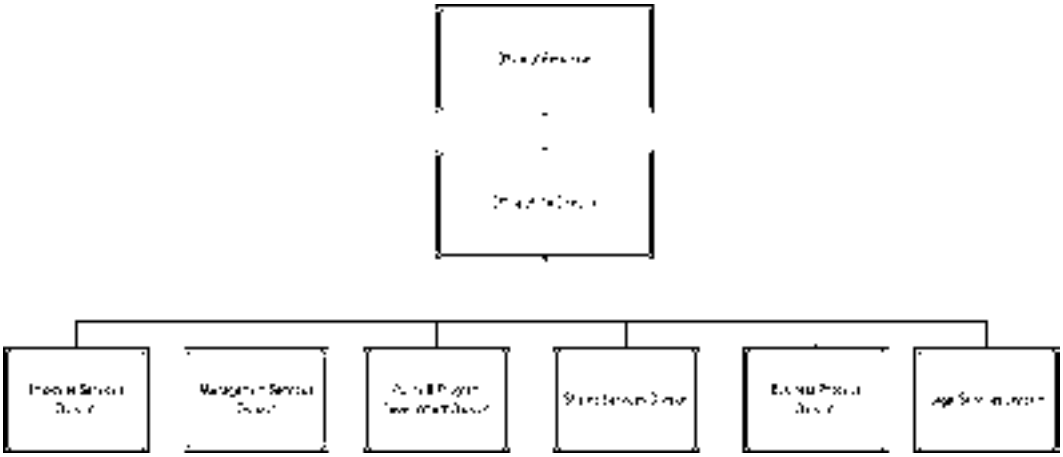
The proposed Intra-District budget is $1,680,790, an increase of $450,956, or 36.7 percent, over the FY 2002 approved budget of $1,229,834. The budget consists of personal services costs and supports 36 FTEs, an increase of 7.25 FTEs over FY 2002. The majority of Intra-District will be realized through a memorandum of understanding from the DCPS.

Significant changes are:

- An increase of $450,956 in regular salaries and fringe benefits attributable to the agency's realignment, which transferred FTEs from the Other funds budget to the Intra-District budget.

Figure BE0-1

D.C. Office of Personnel



Programs

As previously noted, the D.C. Office of Personnel will undergo an intra-agency realignment for FY 2003. In its new configuration, DCOP will provide services through these program areas:

Employee Services: This division provides information to employees on topics such as benefits, retirement and entitlement information; and career and promotion advice by responding to all walk-in, telephone and internet/intranet inquiries. It also handles processing of employees upon entry to, and separation from, the workforce. The division is also responsible for transaction processing and records management.

Management Services: This division provides services to management in DCOP's client agencies in the areas of workforce planning, recruitment, selection, classification, organizational design and realignment, and employee discipline and performance management.

Policy and Program Development: This division formulates and oversees policy in the areas of human resource management, benefits and retirement, compensation, performance management, classification and organizational system design. This division also oversees the Center for Workforce Development (see agency HD0).

Shared Services: This division is the core of DCOP, managing agency communications,

budget development and financial administration, procurement, agency risk management, special events coordination, and internal human resource management.

Business Process Re-Engineering: This division champions process change initiatives throughout DCOP; manages the development of a modern information technology infrastructure; and oversees the agency capital improvements plan.

Legal Services: This division provides counsel, serves as liaison to the Office of Labor Relations and Collective Bargaining, and provides litigation support on employment matters.

Office of the Director: This division provides agency executive management, coordinates agency operations, strategic planning, financial management, and manages the agency's resources.

Capital Improvements Plan

The D.C. Office of Personnel's capital budget plan was not affected by the District-wide cost savings initiative for FY 2002 (refer to Capital Improvements Plan Appendix E). For FY 2003, there is no new proposed capital funding.

However, the total planned expenditures for ongoing capital projects includes $5,000,000 in approved authority through FY 2003 to modernize the Human Resource Information System (HRIS). The improvements will include the purchase of computer software and hardware; employee training; and improvement to the capture and retention of historical documentation.

The goal of this project is to engineer improvements to the HRIS system which will work to improve the agency's management of benefits and administrative processes; support the District's goal of attracting, developing, and maintaining a quality workforce; and improve the agency's mission to provide quality customer service to employees, retirees, and eligible dependents.

Table BE0-4

Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

				FUNDING SCHEDULE							
Cost Elements	Through FY 2001	Budgeted FY 2002	Total	Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008	6 Years Budget	Total Budget
a. Long Term Financing:	0	0	0	0	0	0	0	0	0	0	0
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	4,000	4,800	8,800	5,000	5,000	0	0	0	0	10,000	18,800
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	**4,000**	**4,800**	**8,800**	**5,000**	**5,000**	**0**	**0**	**0**	**0**	**10,000**	**18,800**
				EXPENDITURE SCHEDULE							
a. Design:	700	500	1,200	0	0	0	0	0	0	0	1,200
b. Site:	0	0	0	0	0	0	0	0	0	0	0
c. Project Management:	450	900	1,350	0	0	0	0	0	0	0	1,350
d. Construction:	2,300	1,600	3,900	5,000	5,000	0	0	0	0	10,000	13,900
e. Equipment:	550	1,800	2,350	0	0	0	0	0	0	0	2,350
Total:	**4,000**	**4,800**	**8,800**	**5,000**	**5,000**	**0**	**0**	**0**	**0**	**10,000**	**18,800**

Agency Goals and Performance Measures

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

Citywide Strategic Priority Area: Making Government Work

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

Supervisor: Milou Carolan, Director of Personnel

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	N/A	100	-	-	-

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

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	70	85	90	90	90
Actual	N/A	87	-	-	-

Note: Performance measure initiated in mid-FY 2000, with 82 percent on-time by 12/31/00.

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	75	95	98	100	100
Actual	64	98	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Heather Mayes, Performance Manager

Supervisor: Milou Carolan, Director of Personnel

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	80	85	90	90
Actual	N/A	93	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	75	80	85	85
Actual	N/A	65	-	-	-

Note: Agencies completed FY 2001 evaluations for 65 percent of eligible employees by the 11/08/01 deadline. Ultimately, agencies completed evaluations for 78 percent of eligible employees.

Human Resources Development Fund

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$3,766,090	$3,553,216	-5.7

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

The fund was created in 1997 by Mayor's Order 97-75, which established the Center for Workforce Development (CWD) to provide programs and resources to increase the knowledge, skills and competencies of District government employees. However, funding for agency-specific training remains within each agency. The center and the fund are administered by the Office of Personnel (see agency BE0).

To promote currently available training and professional development opportunities so that more District employees take advantage of them, the Center for Workforce Development has set the following strategic result goals for FY 2003:

- 7,255 employees will complete a CWD training program. Specifically:
  - 300 employees will receive computer systems and network certification training;
  - 3,750 employees will receive managerial/supervisory training;
  - 2,035 employees will receive essential skills training;
  - 1,120 employees will receive organizational skills training;
  - 50 employees will complete the Certified Public Manager program.
- 90 percent of Management Supervisory Service employees will complete required management training.
- Identify gaps in the District's training curriculum, by undertaking a review of existing training programs and agency needs with a goal of 95 percent of cabinet-level agencies submitting training and development plans.

Did you know…

Number of District employees that received training through the Center for Workforce Development in FY 2001.	8,303
Website	dcop.dc.gov
Number of District Employees that received managerial/supervisory training in FY 2001.	4,725

Where the Money Comes From

Table HD0-1 shows the source(s) of funding for the Human Resources Development Fund.

Table HD0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	3,681	3,673	3,766	3,553	-213
Gross Funds	**3,681**	**3,673**	**3,766**	**3,553**	**-213**

How the Money is Allocated

Tables HD0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table HD0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	472	474	553	597	44
Regular Pay - Other	0	36	0	0	0
Additional Gross Pay	7	41	0	0	0
Fringe Benefits - Curr Personnel	68	86	83	85	2
Personal Services	*548*	*636*	*637*	*682*	*45*
Supplies and Materials	24	23	53	23	-30
Energy, Comm. and Bldg Rentals	4	4	5	5	0
Telephone, Telegraph, Telegram, Etc	-1	20	63	68	5
Rentals - Land and Structures	3	2	3	4	1
Janitorial Services	0	0	3	3	0
Security Services	0	0	5	5	0
Other Services and Charges	2,520	2,475	2,423	2,247	-176
Contractual Services - Other	387	288	338	336	-1
Equipment & Equipment Rental	196	224	237	179	-58
Nonpersonal Services	*3,133*	*3,036*	*3,129*	*2,871*	*-258*
Total Proposed Operating Budget	**3,681**	**3,673**	**3,766**	**3,553**	**-213**

Table HD0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	9	7	10	10	0.00
Total FTEs	**9**	**7**	**10**	**10**	**0.00**

Local Funds

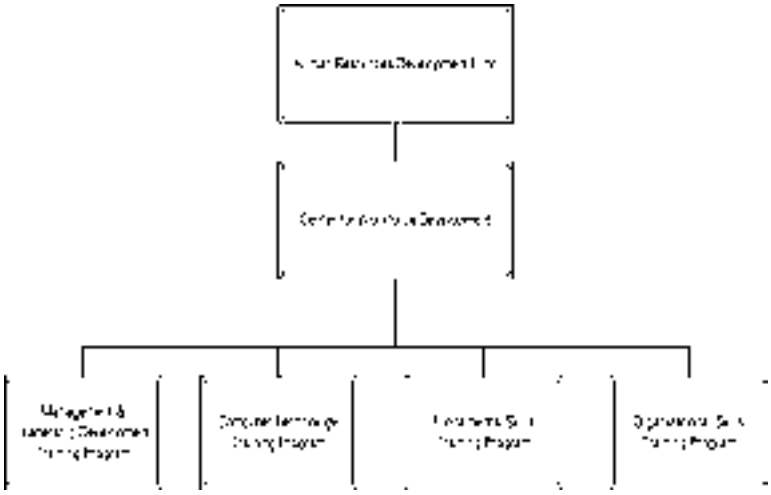
The proposed Local budget is $3,553,216, a decrease of $212,874, or 5.7 percent, from the FY 2002 approved budget of $3,766,090. There is an increase of $45,369 in personal services and a net decrease of $258,243 in nonpersonal services from FY 2002 to FY 2003. There are 10 FTEs funded by local sources, which represents no change from FY 2002.

Significant changes are as follows:

- An increase of $45,369 in regular pay and fringe benefits for the pay increase approved in FY 2002.
- A decrease of $30,000 in supplies to align with historical spending patterns.
- An increase of $6,325 in fixed costs.
- A net decrease of $176,968 in other services and charges and in contractual services associated with cost-saving initiatives related to scheduling fewer training classes.
- A decrease of $57,600 in equipment attributable to the need to absorb other cost increases.

Figure HD0-1

Human Resources Development Fund



Programs

The Center for Workforce Development (CWD) offers training programs and activities covering all levels of the workforce from front-line employees to senior-level managers. In addition to instructor-led courses, CWD employs the latest technology to offer web-based and distance learning via satellite and video teleconferencing. Specifically, training is offered in these four program areas:

Management and Leadership Development consists of three separate leadership tracks. The Leadership Integration and Empowerment Program for aspiring managers provides first-level supervisors with fundamental skills and knowledge in management and leadership. The Management Supervisory Service training program provides higher-level training to enhance leadership effectiveness. Finally, the Certified Public Manager Program is a one-year executive

development program for senior managers.

Computer Technology has two components. Personal Computer Applications provides employees with basic skills to operate personal computer software. Computer Systems and Network Training assists information technology administrators in updating and acquiring new skills.

Fundamental Skills provides training in the areas of basic oral and written communication, refresher mathematics, and introductory sign language.

Organizational Skills focuses on current issues in employment, with course offerings in such areas as time and stress management, workplace safety, customer service, diversity, equal employment opportunity, and sexual harassment in the workplace.

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 and advanced computer training, basic work skills, management development training, and organizational skills training.

Citywide Strategic Priority Area: Making Government Work

Manager: Jo Ellen Gray, Associate Personnel Director for Training and Development

Supervisor: Milou Carolan, Director of Personnel

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	6780	7845	7359	7255	7255
Actual	7849	8303	-	-	-

Note: 2/20/02: FY 2002-04 targets reduced because of reduction of contract value to accommodate MSS courses.

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	694	500	364	300	300
Actual	453	504	-	-	-

Note: FY 2002-04 targets lowered. Contract value reduced resulting in fewer sessions offered.

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	3160	4500	3750	3750	3750
Actual	4293	4725	-	-	-

Note: FY 2002-04 targets lowered. LIEP contract value reduced resulting in fewer sessions offered; fewer required MSS courses.

Measure 1.4: Number of District employees receiving essential skills training

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	2862	2755	2035	2035	2035
Actual	3042	2989	-	-	-

Note: FY 2002-04 targets lowered. PCA contract value reduced resulting in fewer sessions.

Measure 1.5: Number of District employees receiving organizational skills training

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	1120	1120	1120
Actual	N/A	N/A	-	-	-

Note: New program beginning in FY 2002 based on agency survey requirements.

Measure 1.6: Number of District employees completing the Certified Public Manager program at the Center for Excellence in Municipal Management

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	64	90	90	50	50
Actual	61	85	-	-	-

Note: FY 2002 - 2004 targets lowered. Certified Public Manager Program contract value reduced resulting in fewer participants.

Measure 1.7: Percent of Management Supervisory Service employees completing required training

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	85	90	95
Actual	N/A	N/A	-	-	-

Note: New measure added 2/20/02.

Measure 1.8: Percent of cabinet agencies submitting training and development plans

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	90	95	100
Actual	N/A	N/A	-	-	-

Note: New measure added 2/20/02.

Office of Finance and Resource Management

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$2,373,096	$2,285,054	-3.7

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

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

- Continue to build and maintain partnerships with client agencies through improved communication, reliable fiscal information, and the education of OFRM employees to the fiscal and programmatic needs of its client agencies.
- Improve the platform for vital information storage and statistical analysis. This will help refine the centralized fixed cost budget and allow for the most efficient forecasting and distribution of fixed cost resources.
- Promote timely fiscal reporting and clarity of utility billing to clients by providing on-line services for reviewing agencyies' accounts.
- Continue to build the internal capacity of OFRM financial systems, refine closings, and enhance financial reporting through continuing education and training of OFRM employees.

Did you know…

Percent anti-deficiency compliance on behalf of client agencies in FY 2001.	100
Percent employees participating in three-tier SOAR training in FY 2001.	100
Savings in telecommunications costs through due diligence and cost avoidance.	$5 million

Where the Money Comes From

Table AS0-1 shows the source(s) of funding for the Office of Finance and Resource Management.

Table AS0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	373	7,497	2,198	1,905	-294
Other	0	525	0	0	0
Intra-District	1,502	139,434	175	380	205
Gross Funds	**1,875**	**147,456**	**2,373**	**2,285**	**-88**

How the Money is Allocated

Tables AS0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AS0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	1,576	1,642	1,849	1,796	-53
Regular Pay - Other	2	24	0	0	0
Additional Gross Pay	13	43	21	24	3
Fringe Benefits - Curr Personnel	264	301	284	285	1
Personal Services	*1,856*	*2,009*	*2,153*	*2,104*	*-49*
Supplies And Materials	13	15	22	22	0
Energy, Comm. And Bldg Rentals	16	58,449	30	23	-7
Telephone, Telegraph, Telegram, Etc	39	18,861	54	36	-18
Rentals - Land And Structures	16	63,805	33	28	-6
Janitorial Services	0	61	17	12	-5
Security Services	0	0	21	16	-4
Other Services And Charges	-227	147	43	43	0
Contractual Services - Other	94	4,076	0	0	0
Equipment & Equipment Rental	69	34	0	0	0
Nonpersonal Services	*20*	*145,447*	*220*	*181*	*-39*
Total Proposed Operating Budget	**1,875**	**147,456**	**2,373**	**2,285**	**-88**

Table AS0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	7	23.75	34	25	-9.00
Intra-District	25	6	3	8	5.00
Total FTEs	**32**	**29.75**	**37**	**33**	**-4.00**

Local Funds

The proposed Local budget is $1,904,755, a decrease of $293,521, or 13.4 percent, from the FY 2002 approved funding level of $2,198,276. This variance includes a decrease of $254,787 in personal services and a decrease of $38,734 in nonpersonal services. There are 25 FTEs funded by Local sources, a decrease of nine FTEs from FY 2002. The reduction in FTEs was the result of a reclassification of Local positions to Intra-District. The Office of Finance and Resource Management, in an effort to conserve Local funds, transferred five positions to its Intra-District budget.

Significant changes are:

- A net decrease of $254,787 in personal services primarily due to an increase of $68,193 for the pay increase approved in FY 2002. This is offset by a decrease of $323,000 for a transfer of Local funded FTEs to the Intra-District budget.
- A decrease of $38,734 in fixed costs, primarily attributed to a reduction of $17,561 in telecommunications.

Intra-District

The proposed Intra-District budget is $380,299, an increase of $205,479, or 117.5 percent, over the FY 2002 approved funding level of $174,820. Of this increase, $205,299 is in personal services, and $180 is in nonpersonal services. There are eight FTEs funded by Intra-District sources, an increase of five FTEs over FY 2002. The increase in FTEs is attributed to a reclassification of positions from Local funds.

Significant changes include:

- An increase of $205,299 in personal services to support the additional five Intra-District FTEs.

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 review, personnel actions, purchase orders and requisitions, outstanding encumbrances, overtime analysis, and grant status. Executive summary reports are produced bimonthly.

A key initiative associated with the Financial Services Program is:

- 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, 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, fraud, and abuse where possible.

Key initiatives associated with the Central Payment program are:

- Crafting the structure for development of improved fixed costs forecasts for FY 2004.
- Conducting due diligence to ensure that billing errors are identified.
- Reexamining existing processes to identify business process reengineering opportunities.

Figure AS0-1

Office of Finance and Resource Management

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 assists with 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: Making Government Work

Manager: Mohamed A. Mohamed, Director of Financial Operations, Office of Finance and Resource Management

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

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	100	100	100	100
Actual	N/A	100	-	-	-

Measure 1.2: Percentage of client agency complaints

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	3	0	0
Actual	N/A	1	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	8	21	21	21
Actual	N/A	21	-	-	-

Note: FY 2002 target has been adjusted from 19 to 21 at request of agency, 2/19/02.

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	100	100	100	100
Actual	N/A	100	-	-	-

Measure 1.5: Number of monthly closings completed

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	7	12	12	12
Actual	N/A	8	-	-	-

Note: FY 2002 target has been adjusted from 9 to 12 at request of agency, 2/19/02.

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	100	100	100	100
Actual	N/A	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				
	2000	2001	2002	2003	2004
Target	N/A	2.5	2.5	2	2
Actual	N/A	2.5	-	-	-

Measure 1.8: Number of financial audits for Utility Accounts

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	1	1	4	4	4
Actual	1	1	-	-	-

Office of Contracting and Procurement

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$13,066,450	$13,748,462	5.2

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

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

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

Did you know…

Number of agencies OCP procures items for	58+

Types of goods OCP contracts for include…

Office supplies, paper, information technology, pharmaceuticals, medical supplies, industrial equipment, police electronics, and automotive parts and equipment.

Services OCP contracts for include…

Accounting; architecture and engineering; billing and collections; building maintenance; construction and demolition; education and training; human resources; information technology; and legal and medical services.

Contract methods used by OCP to procure goods and services include…

Blanket purchase agreements, purchase agreements, fixed price contracts, cost-reimbursement contracts, incentive contracts, time and materials contracts, labor-hour contracts, leases, and purchase cards.

Where the Money Comes From

Table PO0-1 shows the source(s) of funding for the Office of Contracting and Procurement.

Table PO0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	13,356	12,717	13,066	13,503	437
Other	422	0	0	0	0
Intra-District	720	118	0	245	245
Gross Funds	**14,498**	**12,836**	**13,066**	**13,748**	**682**

How the Money is Allocated

Tables PO0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table PO0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	9,755	8,628	8,938	9,934	996
Regular Pay - Other	0	4	0	0	0
Additional Gross Pay	605	187	100	100	0
Fringe Benefits - Curr Personnel	1,549	1,496	1,254	1,542	288
Personal Services	*11,909*	*10,315*	*10,292*	*11,576*	*1,284*
Supplies and Materials	255	86	125	40	-85
Energy, Comm. And Bldg Rentals	68	95	88	103	15
Telephone, Telegraph, Telegram,	564	71	98	73	-25
Rentals - Land And Structures	101	65	91	106	15
Janitorial Services	0	0	72	72	1
Security Services	0	0	101	109	8
Other Services And Charges	1,338	1,985	1,766	362	-1,403
Contractual Services - Other	28	19	0	1,179	1,179
Equipment & Equipment Rental	235	200	435	130	-305
Nonpersonal Services	*2,589*	*2,521*	*2,774*	*2,173*	*-602*
Total Proposed Operating	**14,498**	**12,836**	**13,066**	**13,748**	**682**

Table PO0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	172	151	164	166	2.00
Intra-District	0	3	0	3	3.00
Total FTEs	**172**	**154**	**164**	**169**	**5.00**

Local Funds

The proposed Local budget is $13,503,463, an increase of $437,013, or 3.3 percent, over the FY 2002 approved budget of $13,066,450. Of this increase, $1,038,617 is an increase in personal services and $601,604 is a decrease in nonpersonal services. There are 166 FTEs funded by local sources, an increase of two FTEs over the FY 2002 approved budget to improve the management of surplus personal property disposal.

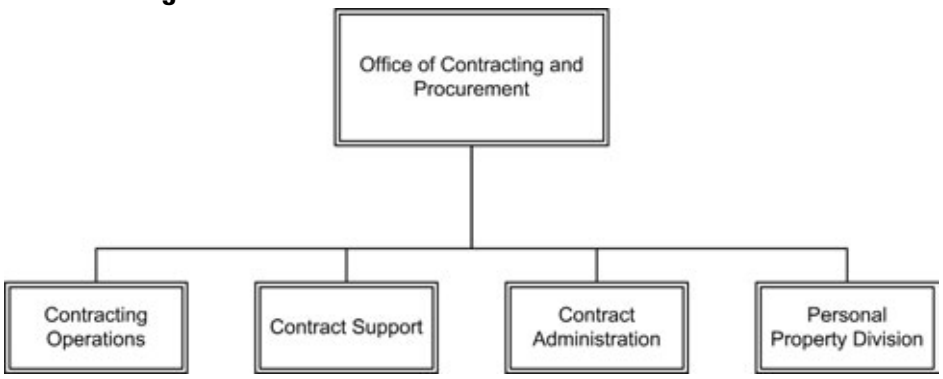
Significant changes are:

- An increase of $1,038,617 in personal services, including $352,874 for the pay increase approved in FY 2002, $535,743 for other salaries and fringe benefit adjustments, and an enhancement of $150,000 for two FTEs associated with surplus personal property disposal.
- A reduction of $85,400 in supplies, of which $24,600 is associated with a decrease in supplies cost per FTE in the agency.
- A net increase of $13,261 in fixed costs.
- A decrease of $1,403,209 in other services and charges associated with a realignment of agency services from other services to contractual services. This reduction also is associated with a decrease of $285,874 for seminars, conferences, and out-of-town travel provisions, as part of cost-saving initiatives.
- A net increase of $1,178,940 in contractual services associated with both an increase of $793,466 in a realignment of agency services, and a decrease of $174,526 in Oracle and other office support, and an increase of $560,000 to support the expansion of the D.C. Supply Schedule program.
- A decrease of $305,196 in equipment due to a reassessment of the agency's needs.

Intra-District

The proposed Intra-District budget is $244,999, an increase of $244,999 over the FY 2002 approved budget, which included no intra-District funding. There are three FTEs supported by Intra-District, an increase of three over FY 2002. Intra-District will be used to support technology projects within the Office of the Chief Technology Officer and procurement projects within the Office of Property Management.

Figure PO0-1
Office of Contracting and Procurement



Programs

OCP manages the following programs:

Contract Operations

This program provides essential acquisition services for 58+ District agencies under the authority of the Mayor, as well as independent agencies subject to the Procurement Practices Act. These services account for more than $1.5 billion in acquisitions, including 1,600 contract actions and 19,000 small purchases.

Key initiatives associated with the Contracts Operations program are:

- Reducing the contract approval cycle.
- Increasing the number of service level agreements awarded.

Contract Support

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

A key initiative associated with the Contract Support program is:

- Providing technical assistance and procurement training to non-OCP District employees in basic procurement, contracting officer's technical training (COTR), as well as in other areas.

Infrastructure Administration

This program provides leadership, management, and administrative services and policy direction for OCP. It develops and issues OCP policies and procedures. Administration also maintains communications with internal and external customers, manages and trains personnel, and provides tools to support contracting.

A key initiative associated with the Infrastructure Administration program is:

- Increasing the number of contracting staff taking two or more procurement courses in accordance with individual development plans.

Personal Property Divison

This program (PPD) serves as the personal property disposal unit of the D.C. government. The program provides a centralized personal property disposal operation for the operating departments, agencies and offices of the District Government. The primary purpose of the Personal Property Division is to ensure the proper disposition of the excess and surplus personal property of the District government through re-utilization, sale or disposal.

Key initiatives associated with the Personal Property Division program are:

- Providing for the acquisition and re-utilization of excess and surplus personal property from the Federal government.
- Facilitating the acquisition of the activity address codes from the General Services Administration for District government supply management accounts.
- Serving as a liaison between the District and Federal government for all matters related to personal property.

Capital Improvements Plan

As part of the Districtwide cost savings initiative for FY 2002, the agency's total budget authority was reduced by $351,655 from $13,730,000 to $13,378,345 (refer to the Capital Improvements Appendix E).

There is no new capital funding for the Office of Contracting and Procurement. However, the ongoing capital budget for the agency is $1,500,000. In FY 2003, all funding associated with the procurement system will be rolled over into the District's Administrative Services Modernization Program (ASMP). ASMP system will integrate core enterprise-wide administrative functions to leverage resources. The District's multi-year ASMP project incorporates finance, human resources, procurement, payroll, property management, and performance budgeting functions.

Agency Goals and Performance Issues

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

Citywide Strategic Priority Area: Making Government Work

Manager: Gregory Dean, James Parks, Tracy Usry: Assistant Directors

Supervisor: Jacques Abadie III, Chief Procurement Officer

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	25	30	45	50	55
Actual	24	38	-	-	-

Note: FY 2002 target adjusted from 35 to 45 at request of agency (2/6/02).

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	15	13	11	9	7

Table PO0-4

Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008	6 Years Budget	Total Budget
a. Long Term Financing:	0	0	0	0	0	0	0	0	0	0	0
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	2,000	2,000	1,500	0	0	0	0	0	1,500	3,500
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	**0**	**2,000**	**2,000**	**1,500**	**0**	**0**	**0**	**0**	**0**	**1,500**	**3,500**
				EXPENDITURE SCHEDULE							
a. Design:	0	500	500	0	0	0	0	0	0	0	500
b. Site:	0	0	0	0	0	0	0	0	0	0	0
c. Project Management:	0	500	500	500	0	0	0	0	0	500	1,000
d. Construction:	0	0	0	0	0	0	0	0	0	0	0
e. Equipment:	0	1,000	1,000	1,000	0	0	0	0	0	1,000	2,000
Total:	**0**	**2,000**	**2,000**	**1,500**	**0**	**0**	**0**	**0**	**0**	**1,500**	**3,500**

Actual	12.4	13.15	-	-	-

Measure 1.3: Number of transactions per month made with purchase cards

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	1,000	25,000	32,250	35,000	35,000
Actual	2,300	29,000	-	-	-

Note: New performance measure added 2/6/02.

Measure 1.4: Dollar value of transactions per month using purchase cards for micropurchases (millions)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	0.5	10	16.4	20	25
Actual	0.9	14	-	-	-

Note: New performance measure added 2/06/02.

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

Citywide Strategic Priority Area: Making Government Work

Manager: Jacques Abadie III, Chief Procurement Officer

Supervisor: John Koskinen, Deputy Mayor/City Administrator

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	50	80	85	90	95
Actual	75	71	-	-	-

Goal 3: Institute commodity-buying groups.

Citywide Strategic Priority Area: Making Government Work

Manager: Jacques Abadie III, Chief Procurement Officer

Supervisor: John Koskinen, Deputy Mayor/City Administrator

Measure 3.1: Number of commodity buying groups implemented each year

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	1	1	1	1
Actual	N/A	1	-	-	-

Goal 4: Engage in acquisition planning with agencies.

Citywide Strategic Priority Area: Making Government Work

Manager: Jonathan Butler, James Parks, Tracy Usry: Assistant Directors

Supervisor: Jacques Abadie III, Chief Procurement Officer

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	50	90	95	95
Actual	N/A	63	-	-	-

Measure 4.2: Percentage of contracts awarded in accordance with SLAs

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	30	60	70	80
Actual	N/A	28	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: James Parks, Assistant Director

Supervisor: Jacques Abadie III, Chief Procurement Officer

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	50	80	100	100
Actual	N/A	49	-	-	-

Measure 5.2: Percent of customer agencies having automated access to contract status.

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	50	80	100	100
Actual	N/A	50	-	-	-

Note: New performance measure added 2/06/02.

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

Citywide Strategic Priority Area: Making Government Work

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

Supervisor: Jacques Abadie III, Chief Procurement Officer

Measure 6.1: Percentage of contracting staff taking two or more procurement courses.

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	80	85	90
Actual	68	75	-	-	-

Note: New measure added 2/06/02 at request of agency. (Replaces previous measure 6.1)

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	50	100	100	100
Actual	N/A	50	-	-	-

Note: FY 2002 target raised from 70% to 100% at request of agency (2/06/02).

Goal 7: Provide procurement training to MSS employees and agency program managers.

Citywide Strategic Priority Area: Making Government Work
Manager: Ann Jackson, Assistant Director
Supervisor: Jacques Abadie III, Chief Procurement Officer

Measure 7.1: Conduct one-day basic procurement courses

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	44	44	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/06/02. FY 2004 target is TBD.

Measure 7.2: Train MSS employees on basic procurement

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	700	700	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/06/02. FY 2004 target is TBD.

Measure 7.3: Provide Contract Officer's Technical (COTR) training to 300 agency program personnel.

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	300	300	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/06/02. FY 2004 target is TBD.

Goal 8: Conduct survey of customer satisfaction with existing SLA standards and OCP performance.

Citywide Strategic Priority Area: Making Government Work
Manager: Steven Gaither, Ph.D.
Supervisor: Brenda H. Tobe, D.P.A., Assistant Director

Measure 8.1: Percentage of agencies responding to survey

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	75	85	85
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/06/02.

Goal 9: Research and establish environmentally sensitive District agency purchasing guidelines

Citywide Strategic Priority Area: Making Government Work
Manager: Robin Y. Jackson, Senior Policy Analyst
Supervisor: Jacques Abadie III, Chief Procurement Officer

Measure 9.1: Percent of project completed

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	50	100	100
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/06/02. Goal attainment includes the following tasks: develop and issue policy guidelines; develop training and informational materials; conduct workshops for OCP and program staff to maximize environmentally preferable purchasing (EPP); develop a mechanism for tracking EPP purchases.

Office of the Chief Technology Officer

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$15,440,641	$17,622,009	14.1

OCTO's mission is to drive the District's investment in information technology to align with the Mayor's strategic objectives.

OCTO plans to do this by:

- Leveraging information technology as a change agent in making government work.
- Accelerating economic development by improving city services and our technology infrastructure.
- Equalizing access to information and technology to support our children and rebuild our human services network.

OCTO's vision is to transform the District of Columbia into a city of access where residents, businesses, and visitors can do business with the District government at any time and from any place by telephone, Internet, or community kiosk, as well as from government offices.

OCTO's immediate challenge is to select and implement technologies and business processes that advance the city's strategic goals, improve quality of life, lower the costs of city services, and expand technology access for all residents. OCTO has four strategic goals two foundation goals, and two expanded capability goals, for transforming the District's current IT environment. The agency plans to fulfill its mission by achieving the following strategic result goals:

- Stabilize infrastructure.
- Build enabling IT infrastructure.
- Implement citywide applications.
- Integrate citywide services and information.

Did you know…

Website	octo.dc.gov
Telephone	(202) 727 2277
Number of agencies supported by OCTO	68
Ranking of D.C. Website	4th best overall metropolitan area*

*Source: Brown University survey, October.2001

Where the Money Comes From

Table TO0-1 shows the source(s) of funding for the Office of the Chief Technology Officer.

Table TO0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	22,289	11,264	12,888	15,069	2,181
Federal	28,557	2,405	0	0	0
Other	156	9	14	14	0
Intra-District	1,269	9,512	2,539	2,539	0
Gross Funds	**52,272**	**23,189**	**15,441**	**17,622**	**2,181**

How the Money is Allocated

Tables TO0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table TO0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	2,979	4,873	7,230	7,465	235
Regular Pay - Other	-1	239	0	20	20
Additional Gross Pay	178	247	196	247	51
Fringe Benefits - Curr Personnel	412	743	1,009	1,087	78
Personal Services	*3,567*	*6,101*	*8,435*	*8,820*	*385*
Supplies and Materials	83	-64	366	358	-8
Energy, Comm. And Bldg Rentals	94	-456	308	261	-47
Telephone, Telegraph, Telegram	694	828	459	635	177
Rentals - Land And Structures	195	397	119	188	69
Janitorial Services	0	9	62	85	23
Security Services	0	0	125	161	36
Other Services And Charges	2,616	3,995	3,418	5,578	2,159
Contractual Services - Other	31,968	11,943	1,629	942	-687
Subsidies And Transfers	0	0	400	0	-400
Equipment & Equipment Rental	13,055	436	119	594	476
Nonpersonal Services	*48,704*	*17,088*	*7,006*	*8,802*	*1,797*
Total Proposed Operating Budget	**52,272**	**23,189**	**15,441**	**17,622**	**2,181**

Table TO0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	37	79	83	90	7.00
Intra-District	9	0	22	22	0.00
Total FTEs	**46**	**79**	**105**	**112**	**7.00**

Local Funds

The proposed Local budget is $15,068,920 an increase of $2,181,368, or 16.9 percent, over the FY 2002 approved budget of $12,887,552. This increase is the result of a $384,663 increase in personal services and a $1,796,705 increase in nonpersonal services. There are 90 FTEs funded by Local sources, an increase of seven FTEs over FY 2002.

Significant changes are:

- An increase of $844,424 for eight additional FTEs responsible for operating and maintaining completed capital projects, including the Wide Area Network infrastructure and related security infrastructure, geographic information systems, and data repositories.
- An increase of $212,585 for the pay increase approved in FY 2002.
- A net reduction of $672,346 and one FTE in personal services associated with cost-saving initiatives, including $634,346 in OCTO cost-saving and $38,000 and one FTE associated with the consolidation of the Office of the Chief Financial Officer.
- An increase of $2,635,065 in other services and charges and equipment, including $1,179,500 for the agency's two data centers for software and hardware maintenance and upgrades; and $850,000 for central telecommunications maintenance; and $605,565 for other operational items.
- A decrease of $1,095,026 in supplies, contractual services, and subsidies and transfers to reflect a shift of these costs to other services and charges.
- An increase of $256,666 for fixed costs, primarily attributed to increases in telecommunications and rent.

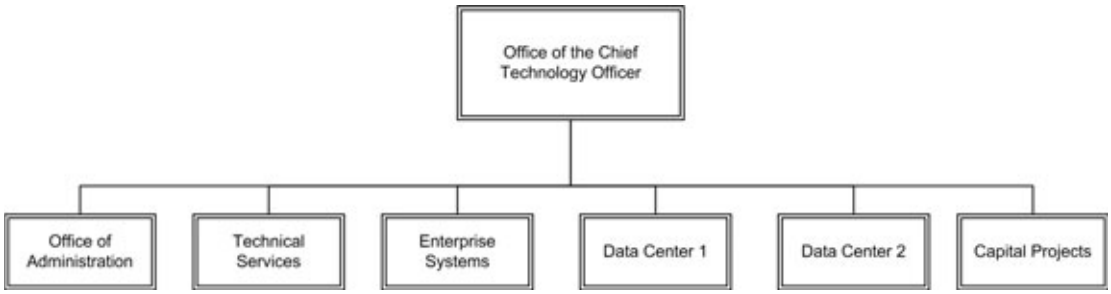
Other Funds

The proposed Other budget is $14,000, representing no change from FY 2002. There are no FTEs supported by Other-type funds. OCTO receives this revenue for providing election support services to non-District government entities.

Intra-District

The proposed Intra-District budget is $2,539,089, representing no change from FY 2002. These funds support OCTO's two data centers, including $1,176,089 of indirect cost recovery funds for the Share Data Center, which is centrally allocated to OCTO to support 22 FTEs that provide citywide data services. An additional $1,363,000 supports the data center consolidation. These funds are the result of an agreement with the Department of Employment Services, which receives data services from OCTO.

Figure TO0-1
Office of the Chief Technology Officer



Programs

The Office of the Chief Technology Officer is mandated and empowered to provide and enforce direction, policy, and standards to the various District government agencies regarding the procurement and implementation of technology-based business solutions. OCTO's direct customers are the agencies, with direct service recipients being their secondary customers. To allow the agencies to effectively serve their direct customers, it is imperative that OCTO provide timely, expert technical assistance to plan, develop, and implement all information technology projects.

OCTO manages 34 programs and 137 projects that span the District government's IT infrastructure and have citywide impact. The District's total investment in IT also includes a variety of projects underway in individual agencies using OCTO technical standards. The work of the Office is done in five departments:

The Office of Administration includes the Chief Technology Officer, Chief of Staff, deputies and immediate office staff.

Technical Services is comprised of the D.C. Wide Area Network (WAN) and Local Area Network (LAN) operations, data communications, telecommunications, wireless communications, telephone support, and the agency liaisons.

Enterprise Systems includes planning, development and integration of all Information Technology, and the geographic information system. It is also responsible for project design, project management, business process reengineering, productivity management and managed competition.

OCTO Data Center 1 houses the mainframe computing systems used for the Department of Human Services, the Department of Employment Services, and the University of the District of Columbia.

OCTO Data Center 2 houses the mainframe computing systems used for payroll and direct deposits, tax processing, benefits processing, healthcare provider payments, student stipends, and numerous other applications.

Capital Improvements Plan

As part of the District-wide cost-saving initiative for FY 2002, the agency's total budget authority was reduced by $42,073,211, from $491,719,449 to $449,646,238 (refer to the Capital Improvements Plan Appendix E).

The FY 2003 proposed capital budget for OCTO is $8,000,000. Based on the FY 2002 financial plan, the agency will also receive $79,370,000 in previously approved expenditure authority.

New Projects

The proposed capital budget includes funding for one new project in FY 2003, a citywide Administrative Services Modernization Program (ASMP), and is key to basic productivity improvement in District agencies. ASMP systems integrate core enterprise-wide administrative functions to leverage resources, streamline operations, and cut costs across all agencies. This multi-year project incorporates finance, human resources, procurement, payroll, property management, and performance budgeting functions.

Current Projects

OCTO's ongoing projects with capital budget authority are as follows:

- IT Case Workflow Management is a project that determines agency requirements and implements best practices.
- IT Data Mart Management is a project that allows the District to share data across a variety of technology platforms.
- D.C. Geographic Information System (GIS) Consortium is a forum for identifying specific GIS issues and sharing information. GIS is a system capable of assembling, storing, manipulating and displaying data by location.
- D.C. Wide Area Network provides the city with a system of intercommunication resulting in more efficient and effective delivery of services.
- D.C. Cable Net is a dedicated fiber optic medium for transmitting data, voice and video network connecting all District locations, with high-speed connectivity, supporting interactive video high-speed transfer of data.
- District-wide Wireless Communication is a multi-agency coordinated system of digital 800 MHz communications
- Wireless Data Network provides support for mobile data wireless communication and resources tracking system.
- IT Infrastructure Implementation establishes baseline and performance metrics and implement IT architecture management function.
- Data Warehousing involves the planning, design and implementation of District-wide data management systems and performance measures
- Infrastructure Support System is the foundation for supporting District-wide IT infrastructure support systems and standards for District Internet and Intranet systems.
- E-Government provides self-service capabilities to citizens and businesses in the District and anywhere on the Internet.
- Data Center Consolidation (OTCO Data Center 1) consolidates the nine primary data centers across the District of Columbia gov-

Table TO0-4

Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

				FUNDING SCHEDULE							
Cost Elements	Through FY 2001	Budgeted FY 2002	Total	Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008	6 Years Budget	Total Budget
a. Long Term Financing:	27,310	1,900	29,210	3,600	1,800	1,800	0	0	0	7,200	36,410
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	106,266	93,480	199,746	83,770	73,501	45,760	14,740	0	0	217,771	417,518
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	**133,577**	**95,380**	**228,957**	**87,370**	**75,301**	**47,560**	**14,740**	**0**	**0**	**224,971**	**453,928**
EXPENDITURE SCHEDULE											
a. Design:	21,081	16,452	37,533	10,011	14,737	6,761	4,652	0	0	36,161	73,693
b. Site:	0	0	0	0	0	0	0	0	0	0	0
c. Project Management:	13,137	15,232	28,369	15,220	16,579	8,707	4,885	0	0	53,262	73,761
d. Construction:	21,708	22,005	43,713	10,427	5,060	2,135	0	0	0	17,622	61,336
e. Equipment:	77,650	41,692	119,341	51,712	38,926	29,956	5,203	0	0	125,797	245,138
Total:	**133,577**	**95,380**	**228,957**	**87,370**	**75,301**	**47,560**	**14,740**	**0**	**0**	**224,971**	**455,928**

ernment to maximize efficiencies from a systems design and engineering standpoint.

- Share Facility Upgrade provides for the renovation of the SHARE Data Center (OCTO Data Center 2), at 222 Massachusetts Avenue, NW. The renovation is to include the replacement and upgrade of the HVAC equipment and elevator and making the facility handicapped accessible.
- IT Rolling Inventory Management's objective is to create a plan to coordinate and successfully implement an inventory management system for all agencies that require such services.
- IT Fleet Management provides the cross agency foundation required to support a centrally managed comprehensive fleet inventory. It will provide reporting capability, dispatching functions, vehicle monitoring parameters including fuel consumption, engine status, mileage, and diagnostic checks.

Agency Goals and Performance Measures

Goal 1: Stabilize IT Operations

Citywide Strategic Priority Area: Making Government Work

Managers: Clifford Brock, Director, District Data Centers and Telecommunications (1.1-1.3); Gerry Roth, Director, Technology Program Management (1.4); Janet Mahaney, Director of Operations (1.5)

Supervisor: Suzanne Peck, Chief Technology Officer

Measure 1.1: Implement District-wide real-time network monitoring function

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	4/30/01	N/A	7/30/03	N/A
Actual	N/A	4/15/01	-	-	-

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

Measure 1.2: Percent of D.C. WAN outages identified within 15 minutes

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	85	100	100	100	100
Actual	95	100	-	-	-

Measure 1.3: Percent of D.C. WAN outage services restored within 48 hours

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	85	98	98	98	98
Actual	95	100	-	-	-

Measure 1.4: Recruit and finalize agreements with five Adopt an Agency private sponsors to partner with District agencies.

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	9/30/01	9/30/02	9/30/03	9/30/04
Actual	N/A	6/1/01	-	-	-

Note: FY 2001 actual was changed by agency from 6/30/01 to 6/01/01.

Measure 1.5: Develop and enhance, as required, the Chief Information Officer (CIO) Certification Program, including application materials, education and training components, and core competencies and learning objectives

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	6/30/02	6/30/03	6/30/04
Actual	N/A	N/A	-	-	-

Goal 2: Build enabling IT infrastructure

Citywide Strategic Priority Area: Making Government Work

Managers: Clifford Brock, District Data Centers and Telecommunications (2.1, 2.5, 2.7); Peter Roy, Deputy CTO, Program Management (2.2 - 2.4, 2.6 , 2.8, 2.9 - 2.12)

Supervisor: Suzanne Peck, Chief Technology Officer

Measure 2.1: Consolidate the District's data centers (percent complete)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	60	80	95	95	95
Actual	60	80	-	-	-

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

Measure 2.2: Streamline and standardize data center operating procedures for ODC1

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	9/30/01	9/30/02	N/A	N/A
Actual	N/A	9/30/01	-	-	-

Note: FY 2001 target is for the prototype ODC1. FY 2002 target finalizes ODC1.

Measure 2.3: Streamline and standardize data center operating procedures for ODC2

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	9/30/01	9/30/02	N/A	N/A
Actual	N/A	9/30/01	-	-	-

Note: FY 2001 target is for the prototype ODC2. FY 2002 target finalizes ODC2.

Measure 2.4: Complete DC WAN architecture design

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	1/4/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 2.5: Complete District-wide server consolidation (DCPS & DOH)

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	12/30/02	N/A
Actual	N/A	N/A	-	-	-

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	3/31/02	7/9/03	N/A
Actual	N/A	N/A	-	-	-

Note: Historic and preservation issues delayed ground breaking, which led the agency to change the FY 2002 target from 10/30/01 to 3/31/02. Construction is scheduled for completion in FY 2003.

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

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	4/15/01	N/A	12/22/02	N/A
Actual	N/A	4/15/01	-	-	-

Note: FY 2003 is production cutover, which has a target of 12/22/02.

Measure 2.8: Complete DPW Seat Management Pilot

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	6/1/01	3/18/02	N/A	N/A
Actual	N/A	5/24/01	-	-	-

Note: The final contract will be awarded in FY 2002.

Measure 2.9: Install Geographic Information System (GIS) technology in D.C. agencies - Office of Tax & Revenue

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	3/15/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 2.10: Number of community outreach meetings held in Ward 8 concerning the Unified Communications Center, including Advisory Neighborhood Commissions (ANCs), civic associations, and community development corporations (CDCs)

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	15	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 2.11: Compile and present results of outreach efforts and planning process for the Unified Communications Center to the Office of Planning and Department of Mental Health

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	3/31/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 2.12: Complete building design for the Unified Communications Center

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	9/30/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Goal 3: Implement citywide applications.

Citywide Strategic Priority Area: Making Government Work

Managers: Tim Yuckenberg, Deputy CTO, e-Government (3.1- 3.4); Peter Roy, Deputy CTO, Program Management (3.5 - 3.7); Sandy Lazar, Director, Key Systems (3.8 - 3.9)

Supervisor: Suzanne Peck, Chief Technology Officer

Measure 3.1: Revise and publish annual web development standards

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	6/15/01	8/15/02	8/15/03	8/15/04
Actual	N/A	4/15/01	-	-	

Measure 3.2: Number of new information and service delivery features launched on the District web site

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	20	10	5	5
Actual	N/A	20	-	-	-

Measure 3.3: Redesign Web Training Academy curriculum to support web development components required by Americans with Disabilities Act (ADA); enhance and maintain as required

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	8/1/02	8/1/03	8/1/04
Actual	N/A	N/A	-	-	-

Measure 3.4: Number of District-wide Web Training Academy sessions sponsored

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	10	10	10
Actual	N/A	N/A	-	-	-

Measure 3.5: Launch MVIS web-based transactional routines

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	6/1/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 3.6: Complete Public Service Work Station implementation

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	3/15/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 3.7: Complete Electronic Benefits Transfer (EBT) pilot

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	8/30/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 3.8: Functional requirements for high level processes to be used for Administrative Services Modernization Program (ASMP) product request for proposals (RFPs) defined for the OCP, OPM, and DCOP

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	9/30/02	9/30/03	9/30/04
Actual	N/A	N/A	-	-	-

Measure 3.9: Design architecture and select Enterprise Architecture Integration (EAI) software product for the Administrative Services Modernization Program (ASMP)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	8/1/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Goal 4: Integrate citywide services and information.

Citywide Strategic Priority Area: Making Government Work

Managers: Douglas Kuhn, Director, Business Process Reengineering (4.1); Peter Roy, Deputy CTO, Program Management (4.2); Janet Mahaney, Director of Operations (4.3); Tim Yuckenberg, Deputy CTO, e-Government (4.4 - 4.7)

Supervisor: Suzanne Peck, Chief Technology Officer

Measure 4.1: Complete, issue, and update Citywide IT Strategic Plan

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	6/30/01	9/30/02	N/A	9/30/04
Actual	N/A	6/30/01	12/30/01	-	-

Measure 4.2: Support Principal's development of information technology design standards and requirements for Technology High School

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	9/30/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 4.3: Maintain full staffing

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	95	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 4.4: Update five major IT policies and procedures

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	7/15/02	N/A	N/A
Actual	N/A	N/A	-	-	-

Measure 4.5: Install and update as required Network Intrusion Detection Systems to monitor and protect DC WAN connections to the Internet

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	6/30/02	6/30/03	6/30/04
Actual	N/A	N/A	-	-	-

Measure 4.6: Develop, issue and maintain an OCTO technical standard for security optimization of Microsoft Windows on DC WAN computers

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	9/30/02	9/30/03	9/30/04
Actual	N/A	N/A	-	-	-

Measure 4.7: Install and update as required Enterprise Anti-Virus software on workstations located at the critical agencies on the DC WAN

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	9/30/02	9/30/03	9/30/04
Actual	N/A	N/A	-	-	-

Office of Property Management

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$33,820,164	$49,119,383	45.2

The mission of the Office of Property Management (OPM) is to provide a work environment of the highest quality with services that meet "industry best" standards of excellence.

The core values of the organization's efforts are quality, integrity, a sense of community and a commitment to people. The agency plans to fulfill its mission by achieving the following strategic result goals:

- Working toward implementation of a comprehensive real estate strategy.
- Managing the District's real property assets to their highest and best use, maximizing the value of the assets under the District's control.
- Developing appropriate strategies whereby District real property assets serve as stimuli for neighborhood planning and development.
- Improving financial accountability by developing and implementing activity based costing budget models and performance benchmarks.
- Improving customer service by assessing and documenting customer requirements and customer services.
- Maintaining or reducing operating costs and improving service delivery.

Did you know…

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

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

Where the Money Comes From

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

Table AM0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	7,163	12,511	7,262	10,929	3,668
Other	2,169	11,032	1,643	1,694	51
Intra-District	28,971	35,969	24,916	36,496	11,581
Gross Funds	**38,303**	**59,513**	**33,820**	**49,119**	**15,299**

How the Money is Allocated

Tables AM0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AM0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	10,465	8,753	9,837	10,738	901
Regular Pay - Other	0	2	0	0	0
Additional Gross Pay	2,925	824	507	534	26
Fringe Benefits - Curr Personnel	1,962	1,517	1,544	1,974	430
Personal Services	*15,351*	*11,096*	*11,888*	*13,246*	*1,358*
Supplies and Materials	543	560	848	761	-87
Energy, Comm. And Bldg Rentals	586	580	166	187	21
Telephone, Telegraph, Telegram	441	109	75	512	437
Rentals - Land And Structures	630	562	864	1,759	895
Janitorial Services	0	-39	171	115	-56
Security Services	0	0	201	216	16
Other Services And Charges	3,600	2,294	3,539	2,616	-923
Contractual Services - Other	16,944	43,499	15,620	29,657	14,038
Equipment & Equipment Rental	207	202	450	50	-400
Expense Not Budgeted Others	0	649	0	0	0
Nonpersonal Services	*22,951*	*48,416*	*21,932*	*35,874*	*13,941*
Total Proposed Operating Budget	**38,303**	**59,513**	**33,820**	**49,119**	**15,299**

Table AM0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	58	42	48	57	9.00
Other	0	0	2	5	3.00
Intra-District	135	129	156	186	30.00
Total FTEs	**194**	**170**	**206**	**248**	**42.00**

Local Funds

The proposed Local budget is $10,929,321, an increase of $3,667,740 or 50.5 percent over the FY 2002 approved budget of $7,261,581. The variance includes an increase of $1,172,481 in personal services and an increase of $2,495,259 in nonpersonal services. There are 57 FTEs funded by Local sources, an increase of nine FTEs over FY 2002. This increase is associated with seven additional FTEs to improve property management, as well as an increase of two FTEs for a policy and a program analyst. In FY 2002, an amount of $2.5 million for property management reform was in nonpersonal services. In FY 2003, a portion of this funding will be used to support personal costs.

Significant changes are:

- A net increase of $911,431 in regular pay, including $574,608 for the pay increase approved in FY 2002; an increase for the addition of seven FTEs (funded through a decrease in nonpersonal services); an increase of $102,000 to invest in two additional analysts; and a decrease of $50,000 due to anticipated salary lapse.
- An increase of $26,473 in additional gross pay to align the agency with historical spending.
- An increase of $234,577 in fringe benefits, including $86,191 for the pay raise approved in FY 2002, and $148,386 for the additional nine FTEs.
- A net increase of $285,429 in fixed costs, excluding rent.
- An increase of $718,580 in occupancy costs because the Protective Services Division will be expanding its operations. In addition, OPM will continue to pay the shortfall in leasing costs for vacant properties.
- A decrease of $1,121,283 in other services and charges, including decreases of $222,630 in Portfolio Management and $177,370 in Facilities Management.
- A decrease of $80,940 in supplies.
- A net increase of $2,718,552 in contractual services. This increase includes a reduction of $181,448 for HVAC and steam boiler maintenance. Costs will be funded through Occupancy because of direct link with District-owned property. This increase also includes an additional $2,900,000 for relocation expenses.
- A decrease of $25,079 in equipment due to the accelerated purchase of a vehicle in FY 2002.

Other Funds

The proposed Other budget is $1,693,598, an increase of $50,622, or 3.1 percent, over the FY 2002 approved budget of $1,642,976. Of this amount, an increase of $222,630 is in personal services and a decrease of $172,008 is in nonpersonal services. There are five FTEs funded by Other revenue, an increase of three FTEs over FY 2002. The increase of three FTEs will support outleasing functions within the Office of Property Management. This fund consists of revenues collected through renting District properties and collecting fees for parking on District government properties.

Significant changes are:

- An increase of $222,630 in personal services to support the increase of three FTEs.
- A decrease of $172,008 in nonpersonal ser-

vices for a reduction in contractual services and other services and charges.

Intra-District

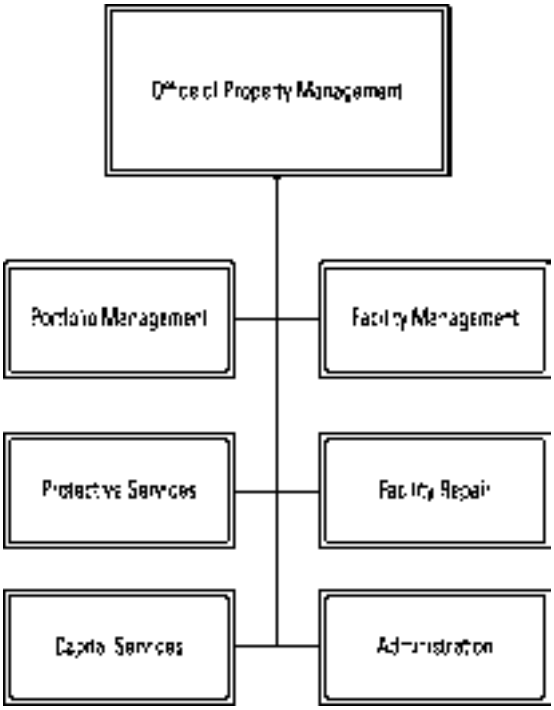
The proposed Intra-District budget is $36,496,464, an increase of $11,580,857 or 46.5 percent, over the FY 2002 approved budget of $24,915,607. The net increase includes a decrease of $37,308 in personal services, which is offset by an increase of $11,618,165 increase in nonpersonal services. There are 186 FTEs funded by Intra-District sources, an increase of 30 FTEs over FY 2002. Of this increase, 28 additional FTEs will replace existing contractual guards at the Wilson Building (27 of the 28 positions were FTEs transferred from the D.C. General Hospital closing, and will be funded through the Wilson Building fund), and two additional FTEs are for custodial services. Intra-District will be used to fund janitorial contracts, building repair, security contracts, postage and occupancy costs, including elevator repair, air-conditioning repair, snow removal, and other building maintenance.

Significant changes are:

- A decrease of $37,308 in personal services for a realignment of personnel costs from intra-District to Local funding.
- An increase of $309,701 in fixed costs, for an increase in energy, occupancy, and telecommunications costs.
- A net increase of $193,279 in other services and charges and supplies.
- An increase of $11,490,185 in contractual services for expectancy of increased revenue collection in occupancy, custodial, and security services.
- A decrease of $375,000 in equipment for vehicles purchased in FY 2002.

Figure AM0-1

Office of Property Management



Programs

The Office of Property Management operates the following programs:

Administration

This program provides strategic direction to the District's real estate operations. It also develops and implements policies, regulations, and guidelines. This program is fully funded by Local revenue sources.

A key initiative associated with the Administration program is:

- Provide oversight over technical, financial, and budgetary matters.

Portfolio Management

The purpose of this program is to direct matters relating to maximizing the utilization of real estate assets, including acquisition, lease management, and planning. Rent Services, included under Portfolio Management, is responsible for directing and maintaining the District's portfolio of properties that are rented to clients.

A key initiative associated with the Portfolio Management program is:

- To improve real property asset management of inventory to classify, maintain and dispose of real estate assets.

Facility Management

The purpose of this program is to administer building operations and services, including engineering, custodial inspection, repair and non-structural improvements, as well as the energy conservation program. The office also manages and monitors contract compliance over the District's real property. Parking is included under Facility Management, which also is responsible for directing matters relating to the use of District-owned parking facilities. The program is fully funded by Other revenue sources.

A key initiative associated with the Facility Management program is:

- Establish an elevated threshold for the number of facilities that are well maintained.

Protective Services

The purpose of this program is to administer security contracts and develop regulations, instructions, and procedures regarding security-related functions. It provides security services for District-owned and leased facilities, and manages the District's electronic surveillance systems. The program is fully funded by Intra-District funding.

A key initiative associated with the Protective Services Program is:

- Maintaining high quality security services for District agencies.

Facility Repair

The purpose of this program is to manage facility repairs and building alterations, perform project management functions relating to repair activities, monitors contracts, and performs major and minor repairs. The program is fully funded by Intra-District funding.

A key initiative associated with the Facility Repair program is :

- To continue the physical support for District agencies.

Capital Services

The purpose of this program is to provide design and engineering services, project management, and construction management oversight to the District's capital improvements plan for facilities. The program is fully funded by Intra-District funding.

A key initiative associated with the Capital Services Program is:

- Establishing a new framework that will reform the process for managing the implementation of the capital improvement program for facilities.

Capital Improvements Plan

As part of the District wide cost savings initiative for FY 2002, OPM's total budget authority was reduced by $14,056,265, from $123,805,812 to $109,749,547. (Refer to the Capital Improvements Plan Appendix E). The FY 2003 proposed capital budget for new funding in OPM is $17,029,000, which will support the following projects:

- Upgrades to the D.C. Warehouse. Electrical and fire alarm system upgrades will replace systems in need of modernization.
- Renovation of the facilities of the Recorder of Deeds. This effort will require replacement of existing mechanical system including all plumbing and major HVAC components. The electrical and fire alarm systems, elevators, restrooms, stairwells and other systems will be upgraded or replaced.
- Construction of a new Government Center in Anacostia to spur economic development and create job opportunities for District citizens as well as providing space for government agencies.
- Renovation and upgrading of the Tivoli Theater, a landmark of the District's past and a symbol of the economic revitalization of this previously underserved neighborhood.
- Design and renovation of several properties along the Shaw Street/Georgia Avenue corridor. When completed, the properties will be used by non-profit agencies serving the needs of neighborhood children and families.

In addition, the agency will receive funding for the following ongoing projects:

- Continued renovations at the Reeves Municipal Center, including engineering studies of electrical, HVAC and elevator systems.
- Continued renovation of Government Centers throughout the District.
- Reconfiguration of existing office space at One Judiciary Square.
- Management and integration of information pertaining to District government office space, office equipment, furniture and parking spaces through the property management information technology system.

Table AM0-4

Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

				FUNDING SCHEDULE							
Cost Elements	Through FY 2001	Budgeted FY 2002	Total	Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008	6 Years Budget	Total Budget
a. Long Term Financing:	32,672	9,303	41,925	17,029	11,109	4,903	4,000	1,000	0	38,041	80,016
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	0	0	0	0	0	0	0	0	0	0
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	**29,147**	**9,303**	**38,450**	**17,029**	**11,109**	**4,903**	**4,000**	**1,000**	**0**	**36,941**	**75,391**
				EXPENDITURE SCHEDULE							
a. Design:	8,528	1,340	9,868	2,770	1,800	1,250	750	0	0	6,569	16,437
b. Site:	1,000	0	1,000	6,000	0	0	0	0	0	6,000	7,000
c. Project Management:	3,913	1,238	5,151	2,360	2,210	1,450	950	200	0	7,169	12,329
d. Construction:	17,761	5,726	23,487	3,150	4,800	800	800	800	0	10,950	34,437
e. Equipment:	1,470	1,000	2,470	2,150	2,300	1,403	1,500	0	0	7,353	9,823
Total:	**32,672**	**9,304**	**41,975**	**17,029**	**11,110**	**4,903**	**4,000**	**1,000**	**0**	**38,041**	**80,016**

- Acquisition of property for the development of a Government Center to house the Departments of Employment Services and Human Services.
- Implementation of the Electronic Security Standardization project, which installs security safeguards and devices to raise the level of security for all District owned and leased properties.

Agency Goals and Performance Measures

Goal 1: Acquire operational locations for selected government agencies.

Citywide Strategic Priority Area: Making Government Work

Manager: Mike Lorusso, Deputy Director

Supervisor: Tim Dimond, Director

Measure 1.1: Acquire new or replacement locations

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	5	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New measure added 2/21/02. FY 2002 acquisition objectives are: 2 Government Centers (1st Quarter), DHS Lease buyout (1st Quarter), Ward 4 Aging Wellness Center site (3rd Quarter), DPW Impoundment Lot site (4th Quarter). FY 2003-04 targets are TBD.

Goal 2: Complete Wilson Building and One Judiciary Square space allocation.

Citywide Strategic Priority Area: Making Government Work

Managers: Alyssa Turner, Project Manager (Measure 2.1); Mike Lorusso, Deputy Director (Measure 2.2 & 2.3)

Supervisor: Tim Dimond, Director

Measure 2.1: Wilson Building: Close out of base building and reopening of adjacent street and front entrance (second quarter) and implementation of security design and protocol (fourth quarter).

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New measure added 2/21/02. Goal 2 will only apply for FY 2002 but will be included in the FY 2003 budget as the place of record for the modifications to OPM FY 2002 performance accountability goals. For this reason, no targets are presented for FY 2003 or FY04. FY 2002 target is meet milestones listed in measure title (100% completed).

Measure 2.2: Complete OJS backfill by assigning agencies all vacated space through Wilson Relocations and determine restacking plan (100% complete by second quarter)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/21/02. Goal 2 will only apply for FY 2002 but will be included in the FY 2003 budget as the place of record for the modifications to OPM FY 2002 performance accountability goals. For this reason, no targets are presented for FY 2003 or FY04.

Measure 2.3: Establish and complete build-out of conferencing center on the 11th floor of OJS. (100% complete by 3rd quarter)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New measure added 2/21/02. Goal 2 will only apply for FY 2002 but will be included in the FY 2003 budget as the place of record for the modifications to OPM FY 2002 performance accountability goals. For this reason, no targets are presented for FY 2003 or FY04.

Goal 3: Reform the process for managing the implementation of the capital improvements plan for facilities.

Citywide Strategic Priority Area: Making Government Work

Manager: Kandikere Krisnamurthy, Administrator, Capital Construction Division

Supervisors: Mike Lorusso, Deputy Director & Tim Dimond, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	-10	-10	-10
Actual	N/A	N/A	-	-	-

Note: FY 2002 target is: "Establish baseline measurement by 4/02."

Goal 4: Establish recycling programs for District-owned facilities consistent with Sierra Club Agreement.

Citywide Strategic Priority Area: Making Government Work

Managers: Iris Proctor, Administrator of Facilities Management & Mike Lorusso, Deputy Director

Supervisor: Tim Dimond, Director

Measure 4.1: Percent of District facilities with fully operational office recycling programs according to timetable

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

Note: New measure added 2/21/02.

Measure 4.2: Recyclable rate as a percentage of total trash from four largest locations

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	20	25
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/21/02. FY 2002 target is: "Establish baseline."

Contract Appeals Board

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$745,500	$746,393	0.1

The mission of the Contract Appeals Board is to provide an impartial, expeditious, inexpensive, and knowledgeable forum for redressing and resolving contractual disputes between the District and contractors.

Originally established by D.C. Reorganization Order 29 in 1953 to serve as the agent of the District's executive in resolving disputes between contractors and the District, the board had its jurisdiction re-established with additional authority by the 1986 Procurement Practices Act. In the 1997 Procurement Practices Amendment Act, the board was further empowered to resolve contractual disputes for all independent District agencies with the exceptions of the District of Columbia Courts, D.C. Retirement Board, D.C. Sports and Entertainment Commission, the Housing Finance Agency, and the D.C. Convention Center.

Consisting of four mayorally appointed administrative judges, one of whom is designated as Chief Administrative Judge, this quasi-judicial body is authorized to conduct hearings on: 1) all claims brought by contractors against the District government arising out of, or related to, a contract put out by the District; 2) all protests against contract solicitations and awards by actual prospective bidders; 3) all appeals of suspensions or debarments of contractors; and 4) all appeals from the denial of interest payment claims under the Quick Payment Act.

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

- Development of a website which will include rules, decisions and a plain-language guide to the board's operating procedures;
- Implementation of electronic filing and service of pleadings;
- Continuing development of the new alternate dispute resolution program allowing consenting potential litigants the opportunity to have an informal session with a board judge with the aim of reducing the number of formal appeals and expensive and time-consuming litigation.

Did you know…

Telephone (202) 727-6597

Created in 1953, the D.C. Contract Appeals Board is one of the oldest in the nation.The board also has a voluntary alternate dispute resolution program.

Where the Money Comes From

Table AF0-1 shows the source of funding for the Contract Appeals Board.

Table AF0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	677	738	746	746	1
Gross Funds	**677**	**738**	**746**	**746**	**1**

How the Money is Allocated

Tables AF0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AF0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	459	376	492	492	0
Regular Pay - Other	0	111	0	0	0
Additional Gross Pay	0	9	0	0	0
Fringe Benefits - Curr Personnel	58	71	64	67	3
Personal Services	*517*	*566*	*556*	*559*	*3*
Supplies and Materials	6	6	7	7	0
Telephone, Telegraph, Telegram, Etc	4	4	6	5	-1
Rentals - Land and Structures	132	139	141	158	17
Security Services	0	0	3	3	0
Other Services and Charges	16	5	24	10	-14
Equipment & Equipment Rental	2	16	9	4	-5
Nonpersonal Services	*160*	*171*	*190*	*187*	*-2*
Total Proposed Operating Budget	**677**	**738**	**746**	**746**	**1**

Total P.O.B. numbers may vary due to rounding.

Table AF0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	6	6	6	6	0.00
Total FTEs	**6**	**6**	**6**	**6**	**0.00**

Local Funds

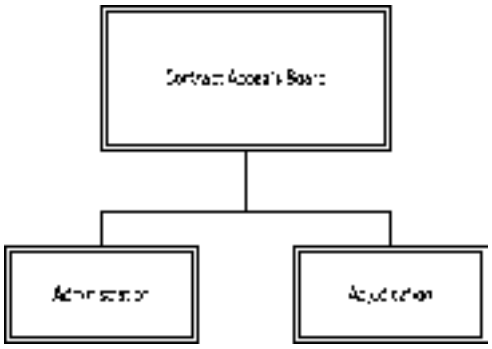
The proposed Local budget is $746,393, an increase of $893, or 0.1 percent, over the FY 2002 approved budget of $745,500. There is a net increase of $3,106 in personal services and a net decrease of $2,213 in nonpersonal services. There are six FTEs funded by Local sources, which represents no change from FY 2002.

Significant changes are:

- A net increase of of $3,106 in salaries and fringe benefits.
- A net increase of $16,315 in fixed costs, primarily attributed to rent.
- A decrease of $14,028 in other services because of cost-saving initiatives related to reductions in training and travel.
- A decrease of $4,500 in equipment.

Figure AF0-1

Contract Appeals Board



Programs

The Contract Appeals Board has two program areas:

Administration handles the day to day office operations of the board. There is a two-member support staff who serve at the direction of the Chief Administrative Judge.

Adjudication handles the Board's two distinct types of cases. Contract appeals are cases that arise after a contract is awarded. Protests are cases regarding solicitation terms or the awarding of contracts. The 1996 Procurement Practices Amendment Act requires the board to decide all protests within 60 business days, and in the cases of challenges of suspension of contracts, to issue a decision within 10 business days after the protester has responded to the chief procurement officer's determination and finding that urgent and compelling circumstances exist for the contract performance to proceed.

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: Making Government Work
Manager: Lorilyn E. Simkins, Chief Administrative Judge
Supervisor: Lorilyn E. Simkins, Chief Administrative Judge

Measure 1.1: Percentage of protests resolved within 60 business days

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	75	75	80	80	80
Actual	84	75	-	-	-

Note: Of the 24 protests which the CAB decided in FY 2001, 18 (or 75%) were decided within 60 business days.

Measure 1.2: Percentage of appeals on the docket resolved

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	25	25	25	25	25
Actual	38	26	-	-	-

Note: Of the 88 appeals that were on the CAB's docket in FY 2001, the Board decided 23 (or 26%) within the year.

Board of Elections and Ethics

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$3,503,118	$3,585,344	2.3

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.
- Upgrade the board's 20 year-old voter tabulation systems using state-of-the-art technologies.
- Ensure that all registered qualified voters are educated on the new voting system.
- Integrate the 2000 Census figures into the election process.

The three members of the board are responsible for administering all the electoral processes for eight election wards, 140 voting precincts, 37 Advisory Neighborhood Commissions (ANCs), and 299 ANC Single-Member Districts.

Did you know…

Website dcboee.org

Voter registration forms are available at the agency's website, as well as D.C. libraries, fire houses and police stations.

Registration deadline: Voter registration forms must be postmarked 30 days before an election to qualify.

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 source(s) of funding for the Board of Elections and Ethics.

Table DL0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	3,214	3,266	3,503	3,585	82
Other	317	0	0	0	0
Gross Funds	**3,531**	**3,266**	**3,503**	**3,585**	**82**

How the Money is Allocated

Tables DL0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table DL0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	1,477	1,542	1,685	1,654	-31
Regular Pay - Other	440	236	170	170	0
Additional Gross Pay	202	201	28	50	22
Fringe Benefits - Curr Personnel	242	280	258	260	2
Unknown Payroll Postings	-2	0	0	0	0
Personal Services	*2,360*	*2,259*	*2,141*	*2,133*	*-7*
Supplies And Materials	51	17	25	45	20
Energy, Comm. And Bldg Rentals	29	65	57	75	19
Telephone, Telegraph, Telegram, Etc	65	44	53	121	68
Rentals - Land And Structures	122	105	158	167	9
Janitorial Services	0	0	20	20	0
Security Services	0	0	24	27	3
Other Services And Charges	641	635	845	805	-39
Contractual Services - Other	129	49	96	96	0
Equipment & Equipment Rental	135	93	85	95	10
Nonpersonal Services	*1,171*	*1,007*	*1,363*	*1,452*	*89*
Total Proposed Operating Budget	**3,531**	**3,266**	**3,503**	**3,585**	**82**

Table DL0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	42	29	50	50	0.00
Total FTEs	**42**	**29**	**50**	**50**	**0.00**

Local Funds

The proposed Local budget is $3,585,344, an increase of $82,226 or 2.3 percent over the FY 2002 approved budget of $3,503,118. This variance includes a decrease of $7,084 in personal services and an increase of $89,310 in nonpersonal services.

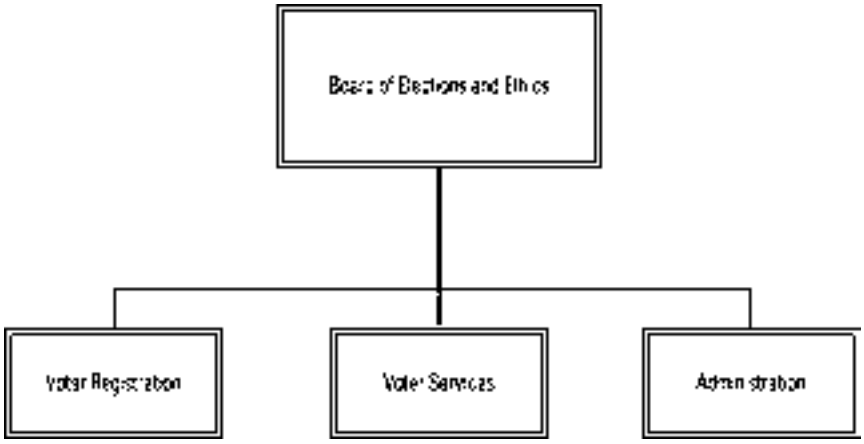
There are 50 FTEs funded by Local sources, which represents no change from FY 2002.

Significant changes are:

- A decrease of $30,947 in salaries based on prior year actual expenditures and expected expenditures for FY 2003.
- An increase of $23,863 in additional gross pay and fringe benefits due mainly to an increased need for overtime.
- An increase of $20,000 in supplies for costs associated with the upcoming election.
- A increase of $98,750 in fixed costs, primarily attributed to telecommunications costs.
- A decrease of $39,440 in other services for the changing needs of the agency.
- An increase of $10,000 in equipment for a reassessment of the agency's needs.

Figure DL0-1

Board of Elections and Ethics



Programs

Consistent with its mission, the Board 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, it identifies facilities that are accessible to people with disabilities. This office also:

- Keeps the public informed by designing and directing a comprehensive public information program related to registration, candidate qualification, and voter services.
- Handles procurement for the Board.
- Designs and maintains the organizational structure of the Board's services.
- Advises Board members of the possible effects of proposed policy or legislative changes.
- Implements Board policies and regulations.

Agency Goals and Performance Measures

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

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

Manager: Kathryn A. Fairley, Registrar of Voters

Supervisor: Alice P. Miller, Executive Director

Measure 1.1: Percent of voter services programs administered

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	75	85	85	85
Actual	N/A	N/A	-	-	-

Measure 1.2: Accuracy of voter registry (percent)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	70	75	80	88	88
Actual	74	N/A	-	-	-

Measure 1.3: Percent of eligible residents located and identified

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	74	75	80	88	88
Actual	75	N/A	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	85	100	100	100
Actual	N/A	N/A	-	-	-

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

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

Manager: Marvin A. Ford, Chief of Staff

Supervisor: Alice P. Miller, Executive Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	80	85	90	95	95
Actual	85	87	-	-	-

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				
	2000	2001	2002	2003	2004
Target	85	90	95	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				
	2000	2001	2002	2003	2004
Target	80	90	95	100	100
Actual	85	95	-	-	-

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

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

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

Manager: Marvin A. Ford, Chief of Staff

Supervisor: Alice P. Miller, Executive Director

Measure 3.1: Number of poll workers

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	1,400	1,500	1,700	2,500	2,500
Actual	3,000	1,788	-	-	-

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

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

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

Manager: Kenneth J. McGhie, General Counsel

Supervisor: Alice P. Miller, Executive Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	90	95	100	100	100
Actual	N/A	100	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	88	90	92	92	92
Actual	N/A	100	-	-	-

Office of Campaign Finance

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$1,388,063	$1,360,389	-2.0

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 timelines for issuing campaign finance regulations, information brochures, OCF forms, interpretive opinions, and investigative orders.

Did you know…

Website	dcocf.org
Status of Electronic Filing System	In progress

Candidate registration requirements:
Statement of candidacy, request for a waiver of reporting requirements

Where the Money Comes From

Table CJ0-1 shows the source(s) of funding for the Office of Campaign Finance.

Table CJ0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	954	1,260	1,388	1,360	-28
Gross Funds	**954**	**1,260**	**1,388**	**1,360**	**-28**

How the Money is Allocated

Tables CJ0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CJ0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	706	764	797	849	51
Regular Pay - Other	22	44	10	12	2
Additional Gross Pay	8	54	4	5	1
Fringe Benefits - Curr Personnel	116	126	123	130	7
Personal Services	*852*	*988*	*935*	*996*	*61*
Supplies and Materials	11	9	10	12	2
Energy, Comm. and Bldg Rentals	31	29	26	28	1
Telephone, Telegraph, Telegram, Etc	2	12	1	15	14
Rentals - Land and Structures	0	7	19	22	3
Janitorial Services	0	0	15	15	1
Security Services	0	0	29	30	1
Other Services and Charges	58	207	345	233	-112
Equipment & Equipment Rental	0	9	9	10	1
Nonpersonal Services	*102*	*272*	*453*	*365*	*-89*
Total Proposed Operating Budget	**954**	**1,260**	**1,388**	**1,360**	**-28**

Table CJ0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	16	13	15	15	0.00
Total FTEs	**16**	**13**	**15**	**15**	**0.00**

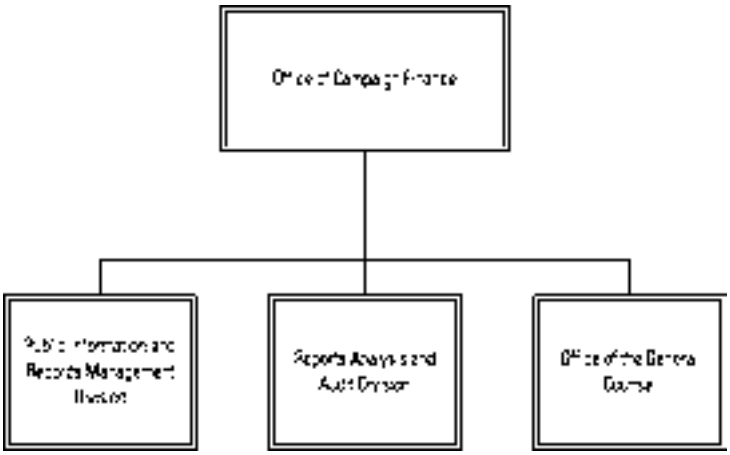
Local Funds

The proposed Local budget is $1,360,389, a decrease of $27,674, or 2.0 percent, from the FY 2002 approved funding level of $1,388,063. There are 15 FTEs funded by Local sources, which represents no change from FY 2002.

Significant changes are:

- An increase of $60,843 in personal services, including $32,695 for the pay increase approved in FY 2002, and $28,148 for salary and fringe benefit adjustments.
- A net increase of $20,049 in fixed costs, primarily attributed to telecommunications.
- A decrease of $111,655 in other services and charges, including reductions of $59,000 in conference fees and $52,655 in maintenance costs.
- An increase of $3,089 in supplies and equipment for upcoming elections.

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 associated with 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 associated with 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 associated with 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 Areas: Making Government Work; Enhancing Unity of Purpose and Democracy

Manager: Jean Scott Diggs, Chief of Staff

Supervisor: Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	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				
	2000	2001	2002	2003	2004
Target	N/A	95	95	100	100
Actual	N/A	100	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Jean Scott Diggs, Chief of Staff

Supervisor: Cecily E. Collier-Montgomery, Director

Measure 2.1: Percent of written requests concerning the application of the 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				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Richard Mathis, Supervisory Auditor

Supervisor: Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	85	100	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	0	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Kathy S. Williams, General Counsel

Supervisor: Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

Citywide Strategic Priority Area: Making Government Work

Manager: Kathy S. Williams, General Counsel

Supervisor: Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

Goal 6: Increase public awareness of the requirements of the DC Campaign Finance Act.

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

Manager: Michael Simpson, Public Affairs Specialist

Supervisor: Cecily E. Collier-Montgomery, Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	95	95	95	100	100
Actual	95	100	-	-	-

Public Employee Relations Board

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$686,000	$649,330	-5.3

The mission of the Public Employee Relations Board (PERB) 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 board 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 web site;
- Complete conversion of agency files to CD-ROM format, which will allow for more efficient response to requests for information.

Did you know…

Website	perb.dc.gov
Telephone	(202) 727-1822

Where the Money Comes From

Table CG0-1 shows the source of funding for the Public Employee Relations Board.

Table CG0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	494	586	686	649	-37
Gross Funds	**494**	**586**	**686**	**649**	**-37**

How the Money is Allocated

Tables CG0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CG0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	191	249	265	278	14
Additional Gross Pay	17	3	0	0	0
Fringe Benefits - Curr Personnel	36	42	48	50	2
Personal Services	*245*	*294*	*313*	*329*	*16*
Supplies and Materials	3	5	3	3	0
Telephone, Telegraph, Telegram, Etc	5	4	4	4	-1
Rentals - Land and Structures	90	95	97	108	11
Janitorial Services	0	0	2	0	-2
Security Services	0	2	0	2	2
Other Services and Charges	16	20	42	33	-9
Contractual Services - Other	109	143	225	170	-54
Equipment & Equipment Rental	28	22	0	0	0
Nonpersonal Services	*249*	*291*	*373*	*320*	*-52*
Total Proposed Operating Budget	**494**	**586**	**686**	**649**	**-37**

Table CG0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	3	3	4	4	0.00
Total FTEs	**3**	**3**	**4**	**4**	**0.00**

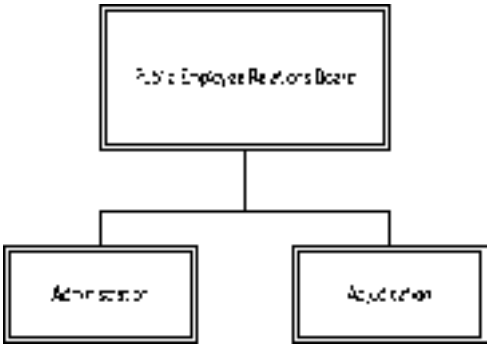
Local Funds

The proposed Local budget is $649,330, a decrease of $36,670, or 5.3 percent from the FY 2002 approved budget of $686,000. Personal services increased by $15,722 and nonpersonal services decreased by $52,392 from FY 2002. There are four FTEs funded by Local sources, which represents no change from the FY 2002 budget.

Significant changes are:

- An increase of $15,722 in salaries and benefits attributed to the pay increase approved in FY 2002.
- An increase of $189 in supplies.
- A net increase of $10,606 in fixed costs, primarily attributable to rent.
- A decrease of $9,000 in other services.
- A decrease of $54,187 in contractual services.

Figure CG0-1
Public Employee Relations Board



Programs

The board's two primary program areas are:

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. De-certification 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 de-certification petition may be granted.
- Adjudicate unfair labor practices and standards of conduct complaints and investigating 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: Making Government Work

Manager: Julio A. Castillo, Executive Director

Supervisor: Julio A. Castillo, Executive Director

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 1.2: Percentage of decisions transmitted to the DC Register for publication within 60 days of issuance

	Fiscal Year				
	2000	2001	2002	2003	2004
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				
	2000	2001	2002	2003	2004
Target	80	70	80	80	80
Actual	100	100	-	-	-

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				
	2000	2001	2002	2003	2004
Target	100	100	100	100	100
Actual	100	100	-	-	-

Office of Employee Appeals

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$1,540,000	$1,625,000	5.5

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	40

Where the Money Comes From

Table CH0-1 shows the source(s) of funding for the Office of Employee Appeals.

Table CH0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	1,339	1,400	1,540	1,625	85
Gross Funds	**1,339**	**1,400**	**1,540**	**1,625**	**85**

How the Money is Allocated

Tables CH0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CH0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	835	842	915	895	-20
Regular Pay - Other	44	45	50	37	-14
Additional Gross Pay	9	47	0	0	0
Fringe Benefits - Curr Personnel	114	131	156	131	-25
Unknown Payroll Postings	-39	0	0	0	0
Personal Services	*963*	*1,064*	*1,121*	*1,062*	*-59*
Supplies and Materials	8	4	9	8	-1
Telephone, Telegraph, Telegram,	9	9	9	10	1
Rentals - Land And Structures	255	269	275	305	30
Security Services	0	0	5	5	0
Other Services And Charges	24	-7	30	169	139
Contractual Services - Other	54	44	48	48	0
Equipment & Equipment Rental	26	16	42	17	-25
Nonpersonal Services	*376*	*336*	*419*	*563*	*144*
Total Proposed Operating Budget	**1,339**	**1,400**	**1,540**	**1,625**	**85**

Table CH0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	14	12	15.5	15.5	0.00
Total FTEs	**14**	**12**	**15.5**	**15.5**	**0.00**

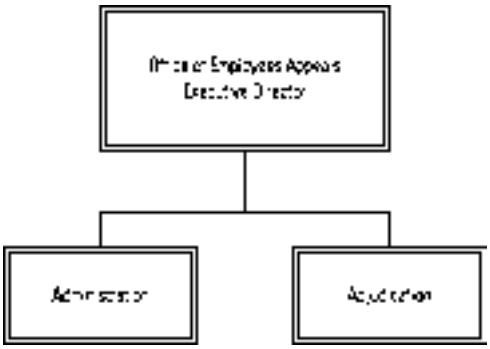
Local Funds

The proposed Local budget is $1,625,000, which represents an increase of $85,000 or 5.5 percent over the FY 2002 approved budget of $1,540,000. There is a decrease of $58,706 in personal services and an increase of $143,706 in nonpersonal services. There are 15.5 FTEs funded by Local sources, which represents no change from FY 2002.

Significant changes are:

- A net decrease of $58,706 in salaries and fringe benefits which includes an increase of $15,977 for the pay raises approved in FY 2002, offset by a decrease of $22,523 to reflect the agency's actual submitted salaries and $52,160 associated with cost-saving initiatives.
- A decrease of $1,000 in supplies primarily attributed to the absorption of the increase in fixed costs.
- A net increase of $30,837 in fixed costs, primarily attributed to rent.
- A net increase of $138,582 in other services and charges because of an increase of $150,000 to hire temporary hearing examiners to reduce a backlog of cases. This increase is partially offset by a decrease of $11,418, mostly from a cost-saving initiative related to a reduction in training and travel.
- A decrease of $24,713 in equipment primarily attributed to the absorption of the increase in fixed costs.

Figure CH0-1
Office of Employee Appeals



Programs

To fulfill its mission, the Office of Employee Appeals provides two program areas:

Administration provides for the day to day management of the agency. The executive director is assisted by support staff in carrying out these duties.

Adjudication provides the agency's core service: hearing and adjudicating appeals filed by District government employees in accordance with the enabling statute and Board rules. The OEA 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; 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 OEA Board, whose general counsel then will prepare a written opinion and order. The Board 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, OEA 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.
Citywide Strategic Priority Area: Making Government Work
Manager: Warren M. Cruise, Executive Director
Supervisor: Warren M. Cruise, Executive Director

Measure 1.1: Number of initial decisions issued

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	320	320	320	320	320
Actual	348	326	-	-	-

Note: OEA has requested that the FY 2002 & FY 2003 target be adjusted from 320 to 200, approval pending statement of justification (1/14/01).

Goal 2: Issue Opinions and Orders on petitions for review.
Citywide Strategic Priority Area: Making Government Work
Manager: Harley J. Daniels, General Counsel
Supervisor: Harley J. Daniels, General Counsel

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

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	40	40	35	35	35
Actual	40	40	-	-	-

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: Making Government Work
Manager: Warren M. Cruise, Executive Director
Supervisor: Warren M. Cruise, Executive Director

Measure 3.1: Number of mediations conducted

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	55	15	15	15	15
Actual	12	0	-	-	-

Note: FY 1999 actual figure was lower than expected because the program was suspended to make procedural changes from October 1998 through September 1999. Beginning in 2001, the mediation rules were scheduled to be reviewed for compliance with the District's new personnel regulations.

Metropolitan Washington Council of Governments

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$367,000	$397,000	8.2

The mission of the Metropolitan Washington Council of Governments (COG) is to enhance the quality of life and competitive advantages of the Washington metropolitan 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:

- Fostering cooperative relationships among government bodies throughout the metropolitan Washington area.
- Advocating quality of life for all.
- Promoting better air and water quality.
- Decreasing the magnitude of traffic congestion on area roads.

Did you know…

Telephone	(202) 962-3200
Website	mwcog.org
Number of member jurisdictions in 2001	16
Population covered	3,921,006
Total Council of Governments approved budget in 2001	$ 18,860,101

Where the Money Comes From

Table EA0-1 shows the source of funding for the Metropolitan Council of Governments.

Table EA0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	367	367	367	397	30
Gross Funds	**367**	**367**	**367**	**397**	**30**

How the Money is Allocated

Table EA0-2 shows the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table EA0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Subsidies and Transfers	367	367	367	397	30
Nonpersonal Services	*367*	*367*	*367*	*397*	*30*
Total Proposed Operating Budget	**367**	**367**	**367**	**397**	**30**

Local Funds

The proposed Local budget is $397,000, an increase of $30,000, or 8.2 percent, over the FY 2002 approved budget of $367,000.

The significant change is:

- An increase of $30,000 in subsidies and transfers due to an increase in the District's population according to the 2000 U.S. Census. The Metropolitan Council of Governments uses a universal formula, based in part on population, to determine member jurisdiction's fiscal year contributions.

Programs

The Metropolitan Council of Governments provides an array of services to citizens and area government jurisdictions. 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 2003 planning program will include updated procedures to monitor travel on the region 's major highway, transit, and bicycle facilities, and the adoption of improved travel forecasting procedures for the Washington region.

A key initiative associated with the Transportation Planning program is:

- Providing financial support for District highway and transit programs through COG's implementation of 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 under the COG's Commuter Connections Program.

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 analysis 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:

- Continuing to operate the Cooperative Purchasing Program which, with the participation of its agencies, could provide the District savings on a wide range of commodities and services.

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 partners. 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.

Public Safety

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

A key initiative associated with the Public

Safety program is:

- Providing public safety information and coordination support in response to the September 11 attack on the Pentagon and initiating follow-up review and assessment of enhanced regional roles and needs.

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 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, and wastewater management. COG collectively addresses Chesapeake Bay Program policies, coordinates the development of Potomac River nutrient reduction strategies, develops policies on nitrogen removal at wastewater treatment plants, and provides assistance to the Blue Plains users. COG also addresses drinking water and public health issues; helps restore the Anacostia River; and advances urban storm water management technologies, programs and policies.

A key initiative associated with the Water Resources program is:

- Working with the D.C. Water and Sewer Authority (WASA) on regional wastewater management.

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 alternative fuels programs. COG manages these programs to increase the opportunities to identify shared impacts and to develop consistent responses.

A key initiative associated with the Environmental Resources program is:

- Continue the FIRESAFE Operation, which provides free smoke detectors to at-risk households.

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 reports 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.

A key initiative associated with the Air Quality program is:

- Revising the air quality attainment plan for the metropolitan area.

Office of the Corporation Counsel

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$52,505,684	$54,462,246	3.7

The mission of the Office of the Corporation Counsel (OCC) is to provide legal and child support enforcement services to the government and citizens of the District so that they can achieve their business results, manage their legal risks and maintain their legal rights and protections.

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

- Conduct a baseline customer survey by the end of FY 2003
- Develop FY 2003 service level agreements with governmental customers
- Provide specific information to various customer groups on available services
- Provide a comprehensive training program for all OCC staff, with a particular emphasis on customer service, supervision management and overall skills enhancement
- Starting with the third quarter of FY 2002, and continuing in FY 2003, provide quarterly feedback to agencies on actions taken by them that affect the District, actual or potential legal risk and strategies to avoid or mitigate such risks
- Implement key structural recommendations from the internal OCC reengineering report, the Appleseed Report, and the Hildebrandt International reports
- Streamline supervisory chain of command by the end of FY 2003
- Streamline organizational design
- Institute new position descriptions and related, relevant performance standards for OCC staff
- By the end of FY 2003, with assistance from the Office of the Chief Technology Officer, fully implement a Matter Management system for the legal operations of the OCC
- Achieve federal certification of the Child Support Enforcement Program computer systems.

Did you know…

Website	occ.dc.gov
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 various sources of funding for the Office of the Corporation Counsel.

Table CB0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	25,974	29,277	30,299	31,189	890
Federal	13,412	14,514	15,180	15,366	185
Other	3,927	2,995	4,961	5,842	881
Intra-District	1,257	2,201	2,065	2,065	0
Gross Funds	**44,570**	**48,987**	**52,506**	**54,462**	**1,957**

How the Money is Allocated

Tables CB0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CB0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	20,062	19,768	23,137	24,062	925
Regular Pay - Other	2,568	4,164	5,666	6,305	639
Additional Gross Pay	1,607	725	257	257	0
Fringe Benefits - Curr Personnel	3,317	3,770	4,286	4,286	0
Personal Services	*27,553*	*28,427*	*33,346*	*34,910*	*1,564*
Supplies and Materials	159	177	235	217	-18
Energy, Comm. And Bldg Rentals	234	420	365	405	40
Telephone, Telegraph, Telegram,	258	330	141	396	254
Rentals - Land And Structures	0	123	414	483	69
Janitorial Services	0	0	217	217	0
Security Services	0	0	314	348	34
Other Services And Charges	1,863	1,717	1,125	1,116	-9
Contractual Services - Other	13,911	15,990	13,452	13,561	109
Subsidies And Transfers	272	1,311	2,500	2,500	0
Equipment & Equipment Rental	320	491	396	309	-87
Nonpersonal Services	*17,017*	*20,560*	*19,160*	*19,552*	*392*
Total Proposed Operating Budget	**44,570**	**48,987**	**52,506**	**54,462**	**1,957**

Table CB0-3
FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	270.5	253.75	377.2	393.6	16.40
Federal	111.5	89.5	118.8	121.4	2.60
Other	2	0	14	16	2.00
Intra-District	37	35	27	27	0.00
Total FTEs	**421**	**378.25**	**537**	**558**	**21.00**

Local Funds

The proposed Local budget is $31,189,465, an increase of $890,131, or 2.9 percent, over the FY 2002 budget of $30,299,334. This variance includes an increase of $807,397 in personal services and an increase of $82,734 in nonpersonal services. There are 393.6 FTEs funded by local sources, a net increase of 16.4 FTEs over FY 2002.

The increase in Local budget and FTEs for the OCC is the combination of investments and cost savings measures. Specifically, OCC will receive an increase of $837,000 and 14 FTEs to create a special unit to assist the Child and Family Services Agency (CFSA) manage the 1,600 new abuse and neglect cases each year and over 4,000 existing cases. In addition, the agency will receive $200,000 and two FTEs to operate the Matter Management System, which will allow the agency to track, access, and share case information via computer.

Offsetting these increases is a reduction of $606,000, due to the fact that the agency has historically been unable to fill all its vacancies.

Significant changes are:

- A net increase of $807,397 in salaries and fringe benefits. Of this increase, $805,830 is for the pay raise approved in FY 2002. In addition, there is an increase of $961,000 to support the 16 additional FTEs. These increases were partially offset by reductions of $606,000 in projected salary lapse and $353,000 for performance bonuses, and $433 in miscellaneous decreases.
- A decrease of $17,514 in supplies to meet the changing needs of the agency.
- An increase of $296,905 in fixed costs primarily attributed to telecommunications.
- An increase of $16,150 in other services and charges mainly due to the creation of a separate unit to handle cases for CSFA.
- A decrease of $126,223 in contractual services due to a reduced level of deposition and transcription services.
- A decrease of $86,584 in equipment for a lessened need for additional furniture in FY 2003.

Federal Funds

The proposed Federal budget is $15,365,693, an increase of $185,431, or 1.2 percent, over the FY 2002 approved budget of $15,180,262. This variance includes an increase of $97,000 in personal services and an increase of $88,431 in nonpersonal services.

There are 121.4 FTEs funded by Federal sources, which represents an increase of 2.6 FTEs over FY 2002. This variance is attributed to the increase in the Federal share for Temporary Aid to Needy Families in FY 2003.

Significant changes are:

- An increase of $86,000 in regular pay for additional Federal FTEs.
- An increase of $11,000 in fringe benefits for additional Federal FTEs.
- An increase of $100,129 in fixed costs primarily attributed to telecommunications.
- A decrease of $25,598 in other services for the changing needs of the agency.

- An increase of $13,900 in contractual services to meet the changing needs of the agency.

Other Funds

The proposed Other budget is $5,841,919, which represents an increase of $881,000, or 17.8 percent, over the FY 2002 approved budget of $4,960,919. This variance includes an increase of $660,000 in personal services and an increase of $221,000 in nonpersonal services.

There are 16 FTEs funded by Other sources, which represents an increase of two FTEs from FY 2002.

Significant changes are:

- A net increase of $660,000 and two FTEs, which includes an increase of $1,050,000 and five FTEs from the Antitrust and Consumer Protection funds and a reduction of $390,000 and three FTEs, including one position covered by Intra District funds and two positions for services involving the now closed D.C. General Hospital.
- A net increase of $221,000 in contractual services, including an increase of $460,000 from the Antitrust, Antifraud and Consumer Protection funds, and and reduction of $239,000 for a reassessment of the agency's needs.

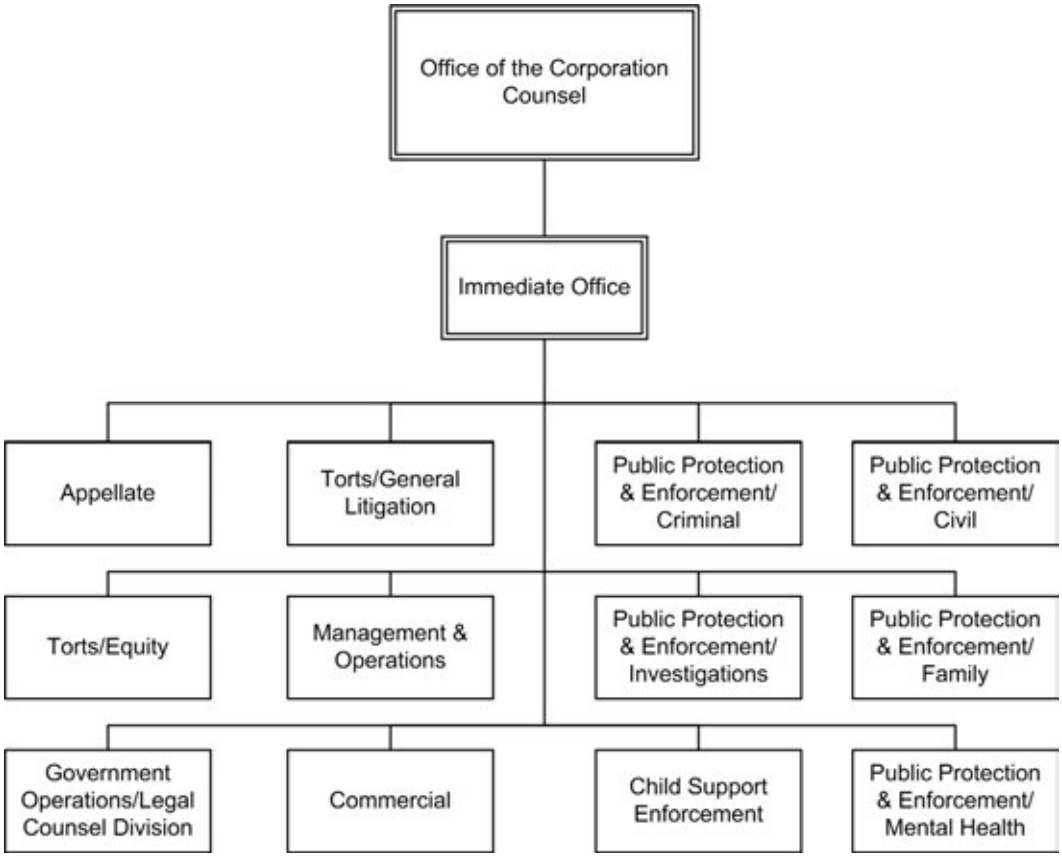
Intra-District

The proposed Intra-District budget is $2,065,169, which represents no change from the FY 2002 approved budget.

There are 27 FTEs funded by Intra-District sources, which represents no change from FY 2002.

Figure CB0-1

Office of the Corporation Counsel



Programs

The chart shows the number of programs that the OCC provides and how they are related.

There are six program areas in the OCC:

The Office of Public Protection and Enforcement serves to protect families, children, and special populations and prosecute crimes. This office includes the Civil, Criminal, Family, Mental Health, and Investigations divisions. A Major Case Section was established in October 2001 to handle large, complex cases including those involving landlords and tenants.

The Office of Government Operations provides legal advice and counsel to the Office of the Mayor and to District government agencies. This office also oversees the agency counsel and its legal staff.

The Office of Torts and Equity is responsible for defending lawsuits, claims, and programmatic litigation involving class actions and agencies in receivership.

The Commercial Division provides legal advice and handles litigation involving personnel and labor relations, procurement, tax matters, bankruptcy, finance, economic development, land use, public works, utilities and regulations.

The Appellate Division handles all civil and criminal appeals in Federal and District courts.

The Office of Management and Operations handles human resources, finance, information technology and telecommunications, training, supplies, risk management and internal and external communications.

Agency Goals and Performance Measures

Goal 1: Achieve public goodwill.

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

Managers: Arabella W. Teal, Principal Deputy Corporation Counsel (Measure 1.1); John Greenhaugh, Senior Deputy, Office of Tax and Equity (Measure 1.2); Sharon Styles-Anderson, Senior Deputy, Office of Public Protection and Enforcement (Measures 1.2, 1.5—1.9); Charles Reischel, Deputy, Appellate Division (Measures 1.3 & 1.4))

Supervisor: Robert R. Rigsby, Corporation Counsel

Measure 1.1: Conduct baseline customer survey

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	1	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02. FY 2002 target is to complete survey; future fiscal year targets are TBD.

Measure 1.2: Percent of civil litigation cases (other than appeals) successfully defended or brought

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	90	90	90	90	90
Actual	90	90	-	-	-

Note: OCC considers that a successful result occurs where there is a favorable ruling or verdict on behalf of the District, the ruling or verdict is less than the last settlement demand made in the case, or the case (if brought against the District) is dismissed. This measure replaces old FY01 performance measure 2.2.

Measure 1.3: Percent of civil appeals of judgment successfully defended or brought

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	70	70	70	70
Actual	N/A	92.7	-	-	-

Note: FY 2001 actual includes unpublished opinions. This measure replaces old FY01 performance measure 2.1.

Measure 1.4: Percent of criminal appeals of judgments successfully defended

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	85	85	85	85
Actual	N/A	92	-	-	-

Note: New performance measure added 2/12/02.

Measure 1.5: Maintain or increase revenues from civil enforcement (millions of dollars)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	3.5	3	3	3	3
Actual	3.04	3.3	-	-	-

Note: FY 2001 actual was $3,332,488 (excluding tobacco settlement funds).

Measure 1.6: Maintain or increase revenues from criminal enforcement (includes tax fraud, traffic offenses & DC offenses) (Thousands of dollars)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	550	575	575	575
Actual	300	112.23	-	-	-

Note: New performance measure added 2/12/02. Replaces old FY01 measures 1.2-1.4.

Measure 1.7: Complete pre-adjudication phase of each new case within 90 days of filing (percentage)

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	50	75	85	85
Actual	N/A	25	-	-	-

Note: OCC notes that the current performance measure is 90 days, which was reported as 25%. If 120-day figures are available, this information will be supplemented.

Measure 1.8: Percent of post-disposition permanency/review hearings attended

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	50	80	90	90
Actual	N/A	95	-	-	-

Measure 1.9: Number of children's cases in which termination of parental rights cases/adoptions/legal guardianships that are initiated or joined to reduce the number of children in foster care over two years

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	360	480	520
Actual	N/A	N/A	-	-	-

Note: Not reported during FY01.

Goal 2: Provide creative solutions.

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

Managers: Arabella W. Teal, Principal Deputy Corporation Counsel (Measures 2.1 & 2.2); Joe Perry, Director, Child Support Enforcement Division (Measures 2.4 & 2.5)

Supervisor: Robert R. Rigsby, Corporation Counsel

Measure 2.1: Percentage of employees using the Matter Management System (MMS) as a matter of course in all business, in those Divisions/Sections in which MMS has been implemented

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	70	80	90
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02.

Measure 2.2: Extent of use of the MMS, measured by the average number of fields filled per entry.

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	4	5	7
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02.

Measure 2.3: Accuracy of data entered in MMS, measured by the percentage of entries that are corrected for inaccuracy

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	25	25	20
Actual	N/A	N/A	-	-	-

Note: New performance measure added 3/1/02.

Measure 2.4: Child support collections (millions of dollars)

	Fiscal Year 2000	2001	2002	2003	2004
Target	47.6	47.1	47.1	47.1	47.1
Actual	45.7	47.48	-	-	-

Note: FY 2001 actual was $47,481,499.

Measure 2.5: Percent increase in child support cases with child support orders

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	2.7	2.7	2.7	2.7
Actual	3	4.5	-	-	-

Goal 3: Put clients first.

Citywide Strategic Priority Area: Making Government Work

Managers: Arabella W. Teal, Principal Deputy Corporation Counsel (Measure 3.1); Chere Calloway, Senior Deputy, Office of Management Operations (Measure 3.2)

Supervisor: Robert R. Rigsby, Corporation Counsel

Measure 3.1: Review Legal Service Establishment Amendment Act of 1998 regulations and promulgate revisions (percent complete).

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	100	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02. FY 2002 target is complete 100% of initial review for technical problems by March 31, 2002. Deadlines for further review subject to action and/or policy changes by Council, DCOP and/or OCC.

Measure 3.2: Implement organizational redesign based on the internal OCC reengineering report, the Appleseed Report and the Hildebrandt International reports (percent complete)

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	N/A	75	100	N/A
Actual	N/A	N/A	-	-	-

Note: New measure added 2/13/02. FY 2004 target is TBD.

Goal 4: Enhance service.

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

Managers: Joe Perry, Director, Child Support Enforcement Division (Measures 4.1 & 4.2); Arabella W. Teal, Principal Deputy Corporation Counsel; John Greenhaugh, Senior Deputy, Office of Tax and Equity; Sharon Styles-Anderson, Senior Deputy, Office of Public Protection and Enforcement; Charles Reischel, Deputy, Appellate Division; Darryl Gorman, Senior Deputy, Office of Governmental Operations (All responsible for Measure 4.2)

Supervisor: Robert R. Rigsby, Corporation Counsel

Measure 4.1: Achieve and maintain full certification of the automated child support data systems under federal legislation (percent certification achieved)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02.

Measure 4.2: Develop and maintain service-level agreements with governmental customers (number of customers).

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	5	6	7
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02.

Goal 5: Innovate the Office of the Corporation Counsel.

Citywide Strategic Priority Area: Making Government Work

Manager: Chere Calloway, Senior Deputy, Office of Management Operations

Supervisor: Arabella W. Teal, Principal Deputy Corporation Counsel

Measure 5.1: Establish model labor-management partnership program that fosters and promotes innovation within OCC operations (Number of substantive projects underway)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	2	2	2
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/12/02.

Office of the Inspector General

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$12,476,429	$12,089,442	-3.1

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 government 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.
- Keep the Mayor, Council, and District government department and agency heads fully and currently informed 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 two new initiatives for FY 2003:

- The Audit Division will measure the percentage of recommendations implemented by District agencies due to OIG audits.
- The Medicaid Fraud Control Unit will develop and implement a tracking system to measure referrals for prosecutions and adjudications.

Did you know…

Website	dcig.org
Hotline	(202) 727 0267 or 1-(800) 521 1639
Number of investigations referred to OIG/number resolved in FY 2001	168/154
Number of investigation reports prepared	46

Where the Money Comes From

Table AD0-1 shows the source(s) of funding for the Office of the Inspector General.

Table AD0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	7,180	10,673	11,263	10,824	-439
Federal	480	980	1,213	1,265	52
Other	916	0	0	0	0
Intra-District	158	0	0	0	0
Gross Funds	**8,735**	**11,652**	**12,476**	**12,089**	**-387**

How the Money is Allocated

Tables AD0-2 and 3 for two FTEs show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AD0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	4,475	5,870	6,865	7,007	142
Regular Pay - Other	12	71	0	0	0
Additional Gross Pay	85	489	0	0	0
Fringe Benefits - Curr Personnel	568	826	922	944	22
Personal Services	5,140	7,256	7,786	7,951	165
Supplies And Materials	67	76	96	97	1
Energy, Comm. And Bldg Rentals	1	0	0	0	0
Telephone, Telegraph, Telegram	86	107	111	131	20
Rentals - Land And Structures	390	646	684	804	120
Security Services	0	0	10	10	0
Other Services And Charges	2,328	3,018	3,387	2,894	-493
Contractual Services - Other	300	0	0	0	0
Subsidies And Transfers	0	55	63	89	26
Equipment & Equipment Rental	422	494	341	114	-226
Nonpersonal Services	*3,595*	*4,396*	*4,690*	*4,139*	*-552*
Total Proposed Operating Budget	**8,735**	**11,652**	**12,476**	**12,089**	**-387**

Table AD0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	68	80	92	92	0.00
Federal	11.25	11	16	16	0.00
Intra-District	3.75	0	0	0	0.00
Total FTEs	**83**	**91**	**108**	**108**	**0.00**

Local Funds

The proposed Local budget is $10,824,442, a decrease of $438,667, or 3.9 percent, from the FY 2002 approved budget of $11,263,109. This decrease is the net result of a $163,207 increase in personal services and a $601,874 decrease in nonpersonal services. There are 92 FTEs funded by Local sources, no change from FY 2002.

Significant changes are:

- A net increase of $163,207 in salaries and fringe benefits, including $194,920 due to the pay raise approved in FY 2002. This is partially offset by a decrease of $31,713 for historical salary lapse.
- A net decrease in other services and charges of $495,784, which includes an increase of $2,216 for postage costs and a decrease of $498,000 associated with cost-saving initiatives.
- An increase of $134,235 in fixed costs.
- A decrease of $240,325 in equipment for the elimination of one-time costs, including purchase of a copier and personal computers.

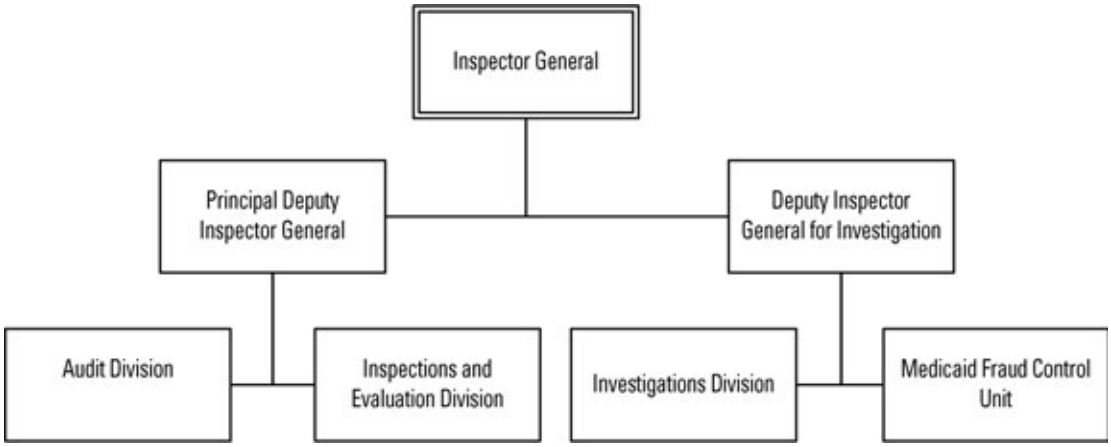
Federal Funds

The proposed Federal budget is $1,265,000, an increase of $51,680 or 4.3 percent over the FY 2002 budget of $1,213,320. This includes an increase of $1,373 in personal services and $50,307 in nonpersonal services. The total amount of Federal funds is from a U.S. Department of Health and Human Services grant. HHS supports the OIG's Medicaid Fraud Control Unit, including 16 FTEs.

Significant changes are:

- An increase of $1,373 for salary adjustments.
- An increase of $50,307 in a variety of nonpersonal services categories, including $14,025 for equipment, $25,926 in subsidies and transfers, $6,616 for fixed costs, and $3,740 for other minor increases in miscellaneous items.

Figure AD0-1
Office of the Inspector General



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 Evaluations 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.
- The Medicaid Fraud Control Unit investigates and prosecutes cases of patient abuse and neglect and cases of Medicaid fraud by health care providers.

In FY 2003, the OIG plans the following initiatives:

- Expand the number of District agencies being considered for audit.
- Increase the recovery of funds for damages assessed, penalties imposed or overpayments recouped by the Medicaid Fraud Control Unit.

Agency Goals and Performance Measures

Goal 1: Promote economy, efficiency, and effectiveness; and improve financial management.

Citywide Strategic Priority Areas: Promoting Economic Development; Making Government Work

Manager: Cheryl Johnson, Deputy AIG for Audits

Supervisor: William J. DiVello, AIG for Audits

Measure 1.1: Number of financial and performance audit reports produced on District programs and operations

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	13	16	18	20	22
Actual	16	17	-	-	-

Measure 1.2: Number of management reports produced

	Fiscal Year 2000	2001	2002	2003	2004
Target	15	17	19	21	23
Actual	15	21	-	-	-

Measure 1.3: Monetary benefits due to audits (millions of $)

	Fiscal Year 2000	2001	2002	2003	2004
Target	35	40	32	25	25
Actual	34	30.4	-	-	-

Note: The agency expects monetary benefits to begin to level off and even decrease as it continues to audit District agencies, for greater efficiency and implementation of corrective actions.

Measure 1.4: Number of District agencies covered

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	16	18	20	22
Actual	14	17	-	-	-

Note: The agency believes this new measure more accurately reflects work performed and audit areas of emphasis than the previous measure of ongoing audits, which previously had targets and goals of 15 and 17 for FY 1999, and 19 and 12 for FY 2000.

Goal 2: Abate public corruption and fraud in District agencies.

Citywide Strategic Priority Areas: Promoting Economic Development; Making Government Work

Manager: Alfred Miller, Deputy AIG for Investigations

Supervisor: David M. Bowie, AIG for Investigations

Measure 2.1: Number of investigation matters received

	Fiscal Year 2000	2001	2002	2003	2004
Target	690	600	640	660	660
Actual	580	512	-	-	-

Note: Outside of the control of OIG

Measure 2.2: Number of investigations opened

	Fiscal Year 2000	2001	2002	2003	2004
Target	280	170	175	180	190
Actual	193	182	-	-	-

Measure 2.3: Number of investigations closed

	Fiscal Year 2000	2001	2002	2003	2004
Target	200	172	180	185	194
Actual	169	159	-	-	-

Measure 2.4: Number of matters referred

	Fiscal Year 2000	2001	2002	2003	2004
Target	130	150	155	160	170
Actual	149	168	-	-	-

Note: Outside of the control of OIG

Measure 2.5: Number of referrals closed

	Fiscal Year 2000	2001	2002	2003	2004
Target	68	123	130	144	153
Actual	115	154	-	-	-

Measure 2.6: Number of investigation reports prepared

	Fiscal Year 2000	2001	2002	2003	2004
Target	60	90	95	100	105
Actual	87	46	-	-	-

Measure 2.7: Number of management reports prepared, including Management Alert, Fraud Alert, and Management Information Reports

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	16	18	20	25
Actual	14	11	-	-	-

Note: Management reports began in FY 2000.

Measure 2.8: Number of hotline calls received

	Fiscal Year 2000	2001	2002	2003	2004
Target	375	340	374	400	450
Actual	327	327	-	-	-

Note: Outside of the control of OIG

Goal 3: Promote economy, efficiency, and effectiveness in District agencies.

Citywide Strategic Priority Areas: Promoting Economic Development; Making Government Work

Manager: Robert Isom, Deputy AIG for Inspections and Evaluations

Supervisor: Alvin Wright Jr., AIG for Inspections and Evaluations

Measure 3.1: Number of inspection reports prepared

	Fiscal Year 2000	2001	2002	2003	2004
Target	4	6	10	12	12
Actual	4	4	-	-	-

Measure 3.2: Number of management reports prepared

	Fiscal Year 2000	2001	2002	2003	2004
Target	0	3	8	10	10
Actual	7	4	-	-	-

Measure 3.3: Number of follow-up reports on agency compliance with Office of Inspector General recommendations prepared

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	4	2	3	3
Actual	N/A	0	-	-	-

Goal 4: Heighten integrity awareness and fraud deterrence.

Citywide Strategic Priority Areas: Promoting Economic Development; Making Government Work

Manager: Ilene Nathan, Deputy Director

Supervisor: Sidney Rocke, Director

Measure 4.1: Number of unusual incidents addressed at nursing and group homes including incidents resulting in injury or illness to a ward or resident of a nursing home, community residence facility, or group home for persons with mental retardation

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	600	600	600	600
Actual	362	2805	-	-	-

Measure 4.2: Number of fraud cases initiated

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	40	50	60	60
Actual	20	22	-	-	-

Note: The number of fraud cases initiated is dependent on the number of allegations made, which is outside of the control of OIG.

Measure 4.3: Amount of recovered funds including damages assessed, penalties imposed, and overpayments recouped (millions of $)

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	0.5	1.5	2.5	2.5
Actual	N/A	0.353	-	-	-

Measure 4.4: Number of division reports issued

	Fiscal Year 2000	2001	2002	2003	2004
Target	N/A	12	18	25	30
Actual	3	11	-	-	-

Office of the Chief Financial Officer

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	$84,126,931	$95,726,127	13.8

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 2003.
- Finalize system requirements, select a vendor, and begin implementation in FY 2003 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.

Did you know…

Address for electronic tax filing	taxpayerservicecenter.com
Telephone number for taxpayer assistance	(202) 727 4TAX
Number of individual income tax returns processed in 2001	291,594
Number of parcels assessed	126,530

- 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 in PBB terms, over the next three years.
- For FY 2003, provide an original binding revenue estimate that is within 5 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 2 percent of the actual expenditures for the following fiscal year.
- 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 bal-

ance by 7 percent in FY 2003 and increase the total number of tax returns filed from the non-filer population, as measured by collections from research referrals (FY 2003 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 2003.
  - Delivering quality and timely products and services as measured by a customer satisfaction rating of 85 percent in FY 2003.
  - 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 over 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 end.
  - Establish a baseline for customer satisfaction with systems.
- Produce the District's CAFR* for FY 2002 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 2003.

*Comprehensive Annual Financial Report (The CAFR is an annual financial report issued by State and Local governments)

**Government 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).

Where the Money Comes From

Table AT0-1 shows the source(s) of funding for the Office of the Chief Financial Officer.

Table AT0-1

FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	69,179	76,205	68,223	79,823	11,599
Federal	974	567	932	932	0
Other	8,181	8,260	9,893	9,893	0
Intra-District	9,017	6,602	5,078	5,078	0
Gross Funds	**87,350**	**91,634**	**84,127**	**95,726**	**11,599**

How the Money is Allocated

Tables AT0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table AT0-2

FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	43,468	44,917	46,372	48,848	2,476
Regular Pay - Other	2,063	1,865	1,662	1,906	243
Additional Gross Pay	3,302	2,033	1,242	1,186	-56
Fringe Benefits - Curr Personnel	7,434	8,005	7,351	8,336	985
Personal Services	*56,266*	*56,820*	*56,627*	*60,275*	*3,648*
Supplies and Materials	1,099	663	713	957	244
Energy, Comm. And Bldg Rentals	494	342	286	361	75
Telephone, Telegraph, Telegram,	1,894	973	1,253	1,176	-76
Rentals - Land And Structures	6,375	6,857	7,122	8,605	1,483
Janitorial Services	0	195	220	177	-42
Security Services	0	775	843	845	2
Other Services And Charges	8,408	4,992	4,185	6,445	2,261
Contractual Services - Other	11,463	16,373	11,749	15,257	3,508
Subsidies And Transfers	531	2,355	195	145	-50
Equipment & Equipment Rental	819	1,288	935	1,483	548
Debt Service	0	0	0	0	0
Nonpersonal Services	*31,084*	*34,814*	*27,500*	*35,451*	*7,951*
Total Proposed Operating Budget	**87,350**	**91,634**	**84,127**	**95,726**	**11,599**

Table AT0-3

FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	970	912	911	919	8.0
Federal	12	1	3	3	0.0
Other	18	20	46	46	0.0
Intra-District	29	44	76	73	-3.0
Total FTEs	**1028**	**976**	**1,036**	**1,041**	**5.0**

Local Funds

The proposed Local budget is $79,822,675, an increase of $11,599,196, or 17 percent, over the FY 2002 approved budget of $68,223,479. Of this increase, $3,648,092 is in personal services and $7,951,104 is in nonpersonal services.

There are 919 FTEs funded by local sources, a net increase of eight FTEs over FY 2002. This increase is associated with four additional FTEs to support the cash reconciliation unit, nine additional FTEs to support the Integrated Tax System (ITS) project, two additional FTEs for estate tax administration, and three FTEs due to the reclassification of these positions from Intra-District to Local funding. These increases were partially offset by a reduction of ten FTEs associated with a cost-saving initiative to reorganize some functions in the OCFO.

The OCFO also received increases to fund the operating costs of capital projects, including $2,909,751 to support ongoing maintenance costs associated with the Integrated Tax Systems (ITS) Project. In FY 2003, the Office of Tax and Revenue will be completing implementation of this project and ongoing maintenance costs must be supported through the operating budget.

Additionally, the OCFO received $4,600,000 to support maintenance and improvements associated with the District's automated financial and payroll systems (the System of Accounting and Reporting, or SOAR, and the payroll system, UPPS). The completion of additional modules that improve SOAR and interface it with other financial systems requires ongoing technical assistance for operational support, hardware/software maintenance and licenses, and programming enhancements.

The OCFO and its offices in cluster agencies contributed $2,560,000 towards cost-saving initiatives in FY 2003, as part of the strategy to reorganize some CFO functions within the District government. The OCFO reduced its budget by $560,000 in Local funds and the remaining $2,000,000 has been allocated among various agency CFO budgets. Specific agency reductions are identified within the agency budget narratives.

Significant changes are:

- A net increase of $3,704,413 in salaries and fringe benefits. The components of this increase include: an increase of $2,453,090 for the pay raise approved in FY 2002, an increase of $889,921 in fringe benefits which is based on historical expenditures, an increase of $108,000 associated with two additional estate tax administration FTEs, an increase of $284,826 for four additional cash reconciliation FTEs, an increase of $246,739 to support personnel related to the ITS project, an increase of $243,263 in regular pay - other for temporary employees, and a decrease of $521,426 in cost-saving initiatives associated with the OCFO reorganization.
- A decrease of $56,321 in additional gross pay.
- An increase of $243,796 in supplies to support functions associated with the ITS project.
- A net increase of $1,441,003 in fixed costs to support rising costs in energy, security, and occupancy charges. The OCFO received $1,573,434 to support an automated annual increase associated with building leases. This increase was offset by a reduction of $42,237 in telecommunications, and a reduction of $90,194 for agencies within the OCFO that have relocated to the Wilson Building. Agencies currently located in the Wilson building will pay for their fixed costs through the Wilson Building Fund.
- A net increase of $2,260,605 in other services and charges, which reflects an increase of $200,000 for postage costs, $500,000 for SOAR maintenance, $80,000 for costs associated with maintenance of the OCFO's website, and $1,939,300 associated with the ITS project. This increase is offset by a decrease of $420,121 to reflect FY 2001 actual spending, and a reduction of $38,574 associated with OCFO reorganization cost-saving initiative.
- A net increase of $3,508,000 in contractual services. This increase relates to an additional $4,008,000 for the anticipated completion of supplementary modules and interfaces to support the payroll component of the SOAR system. This increase is offset by a subsequent reduction of $500,000 associated with cost-

saving initiatives.

- A decrease of $50,000 in subsidies and transfers.
- An increase of $547,700 in equipment to support the ITS project, SOAR enhancements, and the payroll conversion project.

Federal Funds

The proposed Federal budget is $932,000, which represents no change from the FY 2002 approved budget. The primary source of Federal funding for FY 2003 is the Electronic Benefits Transfer Grant, which supports the Electronic Benefits Transfer program. There are three FTEs funded by Federal sources, which represents no change from the FY 2002 approved budget.

Other Funds

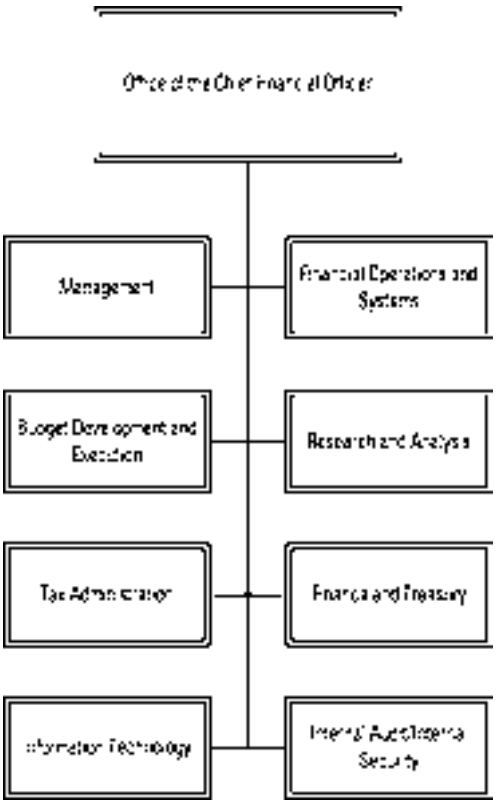
The proposed Other budget is $9,893,099, which represents no change from the FY 2002 approved budget. This fund consists of revenues collected through bank fees, tax collection fees, unclaimed property audit fees, and payroll service fees. There are 46 FTEs funded by other sources, which represents no change from the FY 2002 approved budget.

Intra-District

The proposed Intra-District budget is $5,078,353, which represents no change from the FY 2002 approved budget. There are 73 FTEs funded by Intra-District sources, a decrease of three FTEs from the FY 2002 approved FTE level. These positions have been transferred to Local funding.

Figure AT0-1

Office of the Chief Financial Officer



Programs

The Office of the Chief Financial Officer is committed to the following programs, as shown in figure AT0-1:

Management Program

	FY 2002	FY 2003
Budget	$6,346,352	$7,084,629
FTEs	64	74

This program includes the immediate office of the Chief Financial Officer and offices providing communications, legal, government and human capital, and financial management support for the District government's core financial operation and to the financial operations of the District's program agencies. The purpose of this program is to provide operational support to the agency to ensure that the necessary tools to achieve operational and programmatic results are available.

Key initiatives associated with the Management program are:

- Implement the District's Performance Management program throughout the OCFO.
- Implement PBB within the OCFO, including the development and monitoring of agency performance measures.

For FY 2003, the proposed funding for Management totals $7,084,629, or 7.4 percent of the FY 2003 proposed budget and 74 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Management* program, please see schedule 30-PBB on page A-126 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: TBD, Chief of Staff

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of under $25,000 purchase requisitions that result in purchase orders within 14 days

	FY 2003	FY 2004
Target	99	99

Percent of employees have an Individual Development Plan that addresses the needs of the OCFO and employee

	FY 2003	FY 2004
Target	75	75

Percent of citizens satisfied with the availability of information concerning the District government

	FY 2003	FY 2004
Target	85	85

Financial Operations and Systems Program

	FY 2002	FY 2003
Budget	$12,069,397	$11,968,977
FTEs	175	150

This 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. The Financial Operations and Systems Program conducts its daily operations through seven activities: 1) operations and administration support, 2) accounting operations, 3) financial policy and procedures, 4) functional accounting systems management, 5) financial reporting, 6) benefits administration, and 7) payroll distribution and wage reporting.

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 pro-

vided for standard government accounting practices. Related training, expertise and assistance on SOAR is available, for the central OCFO cluster employees and agency 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 initiatives associated with the Financial Operations and Systems program are:

- Continue to strengthen the Accounting Systems Managers team to support District agencies in accounting and systems work.
- Implement the GASB 34 accounting requirements.
- Implement the fixed asset module in the District's accounting system.

For FY 2003, the proposed funding for Financial Operations and Systems totals $11,968,977, or 12.5 percent of the FY 2003 proposed budget and 150 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Financial Operations and Systems* program, please see schedule 30-PBB on page A-126 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Anthony F. Pompa, Deputy Chief Financial Officer, Financial Operations and Systems

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of requested actions completed within five business days

	FY 2003	FY 2004
Target	95	95

Percent of completed information requests that meet a 48-hour deadline

	FY 2003	FY 2004
Target	90	90

Budget Development and Execution (BDE)

	FY 2002	FY 2003
Budget	$4,455,586	$4,461,919
FTEs	56	56

This 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 initiatives associated with the BDE program are:

- Implement 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 model-based budget. BDE plans to use data models to increase the accuracy of its expenditure forecasting. 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 FY 2003, the proposed funding for BDE totals $4,461,919, or 4.7 percent of the FY 2003 proposed budget, and 56 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Budget Development and Execution* program, please see schedule 30-PBB on page A-126 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Bert Molina, Deputy Chief Financial Officer, Office of Budget and Planning

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of agencies with whom OBP is actively working to resolve gap-closing measures related to spending pressures over five percent of their budget

	FY 2003	FY 2004
Target	100	100

Number of agencies preparing performance-based budgets for the following fiscal year (cumulative total)

	FY 2003	FY 2004
Target	27	N/A

Note: During FY 2002, seven agencies prepared a PBB budget for FY 2003. For FY 2004, the number of agencies that will prepare a PBB budget for FY 2005 is TBD.

Percent of completed information requests that meet a 48-hour deadline

	FY 2003	FY 2004
Target	90	90

Percent of agency budgets aligned with Mayor's Strategic Plan

	FY 2003	FY 2004
Target	95	95

Research and Analysis Program

	FY 2002	FY 2003
Budget	$3,386,191	$3,475,525
FTEs	42	42

This program is responsible for four major areas of support to the OCFO: 1) revenue estimation and policy analysis; 2) quality assurance for financial data; 3) analysis supporting economic development; and 4) financial management activities for Federal, private, and other grants. 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; implementation of grant budget authority for grants, and tracking of expenses relative to grant awards; 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 initiatives associated with Research and Analysis are:

- Delivery of revenue estimates from tax and non-tax sources, 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.
- 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.
- Analysis of grant funds subject to deobligation resulting from lapse, and implementation of initiatives to minimize the amount of deobligated grant funds.

- Timely delivery of competitive services for agency subgranting of grant-funded programs.

For FY 2003 the proposed funding for Research and Analysis totals $3,475,525, or 3.6 percent of the FY 2003 proposed budget and 42 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Research and Analysis* program, please see schedule 30-PBB on page A-127 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Julia Friedman, Deputy Chief Financial Officer, Research and Analysis

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent variation between the original binding revenue estimate as compared to actual revenue and the Congressional Budget Office (CBO) estimate of Federal revenue and actual Federal revenue

	FY 2003	FY 2004
Target	5	5

Percent of ad hoc documents reviewed by ORA contain no factual errors

	FY 2003	FY 2004
Target	90	90

Percent of awarded grant funds lost because of lapse

	FY 2003	FY 2004
Target	1	1

Percent of applications for tax increment financing are reviewed and processed within 120 days of receipt in ORA

	FY 2003	FY 2004
Target	80	80

Tax Administration Program

	FY 2002	FY 2003
Budget	$39,092,652	$44,917,004
FTEs	586	582

This 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.

External Customer Service, Information and Education Activity

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.

Recorder of Deeds Activity

This activity supports the transfer and titling of real property in the District of Columbia (approximately 147,165 documents in FY 2001), and responds to requests for title documents from individuals and the real estate/titling industry.

Real Property Tax Administration Activity

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 Activity

This activity consists of the processing of more than a million tax returns annually, recording and deposit of more than $865 million in tax payments and collection of delinquent tax payments, which was approximately $70 million in FY 2001.

Revenue Accounting Activity

This activity ensures the proper accounting and reporting on revenue collections, and supports issuance of nearly 170,000 tax refunds in FY 2001, exceeding $118 million.

Tax Audits and Investigations Activity

This activity 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.
- Implement the return to annual assessment process for real property taxes.

For FY 2003, the proposed funding for Tax Administration totals $44,917,004, or 47 percent, of the FY 2003 proposed budget and 582 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Tax Administration* program, please see schedule 30-PBB on page A-127 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Herbert J. Huff, Deputy Chief Financial Officer, Tax Administration

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of customers satisfied with information provided

	FY 2003	FY 2004
Target	85	85

Percent of recorded documents with complete and accurate information

	FY 2003	FY 2004
Target	85	90

Percent of assessments upheld on appeal

	FY 2003	FY 2004
Target	75	75

Delinquent account collections

	FY 2003	FY 2004
Target	78,000,000	80,000,000

Percent of refunds issued within 14 days

	FY 2003	FY 2004
Target	95	95

Information Technology Program

	FY 2002	FY 2003
Budget	$1,041,985	$6,307,023
FTE	0	24

This program develops and maintains state-of-the-art financial information systems for the District of Columbia, payroll, pensions, SOAR and the Executive Information System.

The principal objectives of the program are to maintain accurate systems, modification of systems in response to the changing needs of the District, and maintain 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. 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 FY 2003, the proposed funding for Information Technology totals $6,307,023, or 6.6 percent of the FY 2003 proposed budget and 24 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Information Technology* program, please see schedule 30-PBB on page A-127 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Maynard Gambrell, Chief Information Office

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Finalize system requirements, select vendor, and begin implementation for the new payroll system that will support PBB, provide enhanced reporting capability and address human resource requirements

	FY 2003	FY 2004
Target	N/A	N/A

Percent of system available 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

	FY 2003	FY 2004
Target	90	90

Finance and Treasury

	FY 2002	FY 2003
Budget	$15,836,419	$15,636,978
FTEs	90	90

This program provides asset management services to the District, its agencies and its stakeholders so they can maintain maximum financial flexibility and return on investments.

The program is divided into the following core activities: debt and cash management and investments, disbursements, cash receipts and accounting and asset management for special programs.

Debt Management

This activity provides for the issuance of 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 and Investments

This activity provides for the management of cash resources for the District, so that the District can meet its cash obligations and maximize interest income from cash resources.

Disbursements

This activity provides check writing and dissemination services for District agencies, so that they can fulfill their financial obligations.

Cash Receipts and Accounting

This activity provides revenue collection, auditing and recordation services for District agencies so that they can have accurate and timely revenue information.

Asset Management

This activity 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 FY 2003, the proposed funding for Finance and Treasury totals $15,636,978, or 15.9 percent of the FY 2003 proposed budget and 90 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Finance and Treasury* program, please see schedule 30-PBB on page A-128 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Area of: Making Government Work

Program Manager: N. Anthony Calhoun, Deputy Chief Financial Officer, Finance and Treasury

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of maximum debt service per local revenues

	FY 2003	FY 2004
Target	100	100

Percent of banking service contracts whose costs are lower than the Phoenix Hecht index

	FY 2003	FY 2004
Target	100	100

Note: The Phoenix Hecht Index is a private organization that measures fees for services provided by banks both at a regional and national level.

Percent of checks and earning statements that meet payment schedule

	FY 2003	FY 2004
Target	100	100

Percent of unclaimed property returned to owners

	FY 2003	FY 2004
Target	85	85

Internal Audit/Internal Security Program

	FY 2002	FY 2003
Budget	$1,848,349	$1,874,072
FTEs	23	23

This program (IAIS) ensures that accountability, integrity and efficiency are maintained in the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, IAIS provides the Chief Financial Officer with an independent review and appraisal of OCFO operations and assures the maintenance of the highest standards of integrity and security of OCFO employees.

Key initiatives associated with IAIS 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 FY 2003, the proposed funding for IAIS totals $1,874,072, or 1.9 percent of the FY 2003 proposed budget and 23 FTEs.

For more detailed information regarding the proposed funding for the activities within the *Internal Audit/Internal Security* program, please see schedule 30-PBB on page A-128 of the FY 2003 Operating Appendices volume.

Key Result Measures

This program primarily supports the Citywide Strategic Priority Area of: Making Government Work

Program Manager: Sebastian Lorigo, Director Internal Audit and Internal Security

Program Manager Supervisor: Dr. Natwar M. Gandhi, Chief Financial Officer

Percent of audit recommendations that are fully or partially implemented or resolved

	FY 2003	FY 2004
Target	90	90

Percent of approved security needs implemented

	FY 2003	FY 2004
Target	100	100

Percent of reports of investigations issued are returned for additional information or investigation because of deficiencies in the investigation

	FY 2003	FY 2004
Target	4	4

Capital Improvements Plan

As part of the District-wide cost-saving initiative for FY 2002, the Office of the Chief Financial Officer's total budget authority was reduced by $7,408,000, from $237,552,700 to $230,144,700 (Refer to the Capital Improvements Plan Appendix E). The FY 2003 proposed capital budget for the Office of the Chief Financial Officer is $28,526,000, which supports new funding for three critical projects:

- The OCFO requests funding to purchase the office building presently leased to District agencies at 825 North Capitol Street, N.E. The open space between the two buildings is also part of the purchase, giving the District complete authority over the entire property. The existing lease would be converted to include the purchase at the end of the current lease.
- An information technology solution for budget formulation based on agency strategic business plans, SOAR system integration and performance management. Funding for this project will address a critical need in formulating both the operating and capital budgets for the District.
- Costs associated with the utilization of a data warehouse to support the comprehensive implementation of the Clean Hands legislation. This data will allow the CFO to review all debts and obligations owned by an individual or entity to any other District agency. As a result, the District will increase efficiencies in overall collections of tax and other receivables.

Table AT0-4

Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008	6 Years Budget	Total Budget
a. Long Term Financing:	813	3,350	4,163	837	0	0	0	0	0	837	5,000
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	6,000	0	6,000	0	0	0	0	0	0	0	6,000
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	114,575	16,216	130,791	27,689	9,015	2,500	0	0	0	39,204	169,995
h. Other:	0	0	0	0	0	0	0	0	0	0	0
Total:	**121,387**	**19,566**	**140,953**	**28,526**	**9,015**	**2,500**	**0**	**0**	**0**	**40,041**	**180,995**
				EXPENDITURE SCHEDULE							
a. Design:	5,806	3,080	8,886	2,100	1,100	0	0	0	0	3,200	12,086
b. Site:	0	0	0	0	0	0	0	0	0	1,000	1,000
c. Project Management:	15,413	1,146	16,559	0	0	0	0	0	0	3,000	19,559
d. Construction:	29,559	300	29,859	75	0	0	0	0	0	6,075	35,934
e. Equipment:	70,609	15,040	85,649	26,351	7,915	2,500	0	0	0	36,766	122,415
Total:	**121,387**	**19,566**	**140,953**	**28,526**	**9,015**	**2,500**	**0**	**0**	**0**	**40,041**	**18.0,995**