

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Chief Financial Officer



Gordon M. McDonald
Deputy Chief Financial Officer

Office of Budget and Planning

February 7, 2014

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, N.W., Suite 504
Washington, D.C. 20004-3001

SUBJECT: Response to Council's Request for Information for the Office of Budget and Planning's FY 2013 and FY 2014 Performance Oversight Hearing

Dear Chairman Mendelson:

Enclosed are our responses to the information requested in the January 15, 2014 letter from the Committee of the Whole in preparation for the Office of Budget and Planning's Spending Performance Oversight hearing scheduled for Friday, February 28, 2014.

If you have any questions about this information, please contact me at 202-727-1239.

Sincerely,

Gordon McDonald
Deputy Chief Financial Officer
Office of Budget and Planning

Enclosures

cc: Jeff DeWitt, Chief Financial Officer
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Jennifer Budoff, Budget Director, Council of the District of Columbia
Renee J. Johnson, Legislative/Press Assistant, Committee of the Whole

*Office of the Chief Financial Officer's
Office of Budget and Planning*

**Performance Oversight Questions and Answers
FY 2012, FY 2013, and FY 2014 to date**

Submitted to the Council, February 7, 2014

Q1. Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant and filled FTEs marked in each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart.

A1. See Attachment A.

Q2. Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits, and program office as of January 13, 2014. The Schedule A should also indicate any vacant positions in the agency. Please do not include social security numbers.

A2. See Attachment B.

Q3. Please list all employees detailed to or from your agency, if any. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

A3. No OBP employee is detailed to or from the agency.

Q4. (a) For fiscal year 2013, please list each employee whose salary was \$110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay.

(b) For fiscal year 2014, please list each employee whose salary is or was \$110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay as of the date of your response.

A4. See below:

OBP Employees with Salaries over \$110,000 in FY 2013

Name	Title	Salary	Overtime/ Bonus
McDonald, Gordon M	Deputy Chief Financial Officer	\$158,330	0
Spaulding, James	Associate DCFO for OBP	\$148,390	0
Stephenson, Leticia	Director of Budget Execution and Cost Analysis	\$146,226	0
Cannady, Eric	Director for Budget Administration	\$139,780	0
Clark, David A	Director of Capital Improvements	\$135,925	0
Marcus, Hilton Allan	Senior Financial Medicaid Analyst	\$133,855	0
Kobes, David	Budget Controller	\$130,530	0
Greenfield, Sherrie	Capital Budget Controller	\$123,882	0
Taing, Sue	Financial Systems Analyst IV	\$123,882	0
White, Stacy Ann K	Deputy Director for Budget Administration	\$120,558	0
Okparaocha, Sunday	Deputy Director for Budget Administration	\$113,991	0
Smith, Duane Brian	Cost Analyst III	\$114,033	0
Osorio, Carlotta	Financial Systems Analyst III	\$114,033	0

OBP Employees with Salaries over \$110,000 as of January 11, 2014

Name	Title	Salary	Overtime/ Bonus
McDonald, Gordon M	Deputy Chief Financial Officer	\$174,070	0
Spaulding, James	Associate DCFO for OBP	\$158,956	0
Stephenson, Leticia	Director of Budget Execution and Cost Analysis	\$155,131	0
Cannady, Eric	Director for Budget Administration	\$148,292	0
Clark, David A	Director of Capital Improvements	\$144,203	0
Kobes, David	Budget Controller	\$134,446	0
Greenfield, Sherrie	Capital Budget Controller	\$131,023	0
Taing, Sue	Financial Systems Analyst IV	\$127,598	0
White, Stacy Ann K	Deputy Director for Budget Administration	\$127,598	0
Okparaocha, Sunday	Deputy Director for Budget Administration	\$120,752	0
Smith, Duane Brian	Cost Analyst III	\$117,454	0
Osorio, Carlotta	Financial Systems Analyst III	\$117,454	0
Margaret Myers	Office and Production Manager	\$111,612	0
William Powell	Budget Administration Analyst	\$111,612	0

Q5. Please list, in descending order, the top 25 overtime earners in your agency for fiscal year 2013. For each, state the employee’s name, position or title, salary, and aggregate overtime pay.

A5. See below:

Office of Budget and Planning - Overtime Pay for FY 2013			
Employee	Position/Title	Salary	Overtime Pay
Sharon Nelson	Staff Assistant	\$ 62,805	\$ 1,979
Travis Allen	Staff Assistant	\$ 57,828	\$ 829
		Total	\$ 2,808

Q6. For fiscal years 2012, 2013, and 2014 (to date), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

A6. No OBP employee received bonuses in 2012, 2013 or 2014 (to date).

Q7. For fiscal years 2012, 2013, and 2014 (to date), please state the total number of employees receiving worker’s compensation payments.

A7. None.

Q8. For fiscal years 2013 and 2014 (to date), please list, in chronological order, all intra-District transfers to or from the agency.

A8. None.

Q9. Please list, in chronological order, every reprogramming of funds into and out of the agency for fiscal years 2013 and 2014 (to date). Include a “bottom line” that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number, the date, the amount, and the rationale.

A9. OBP’s approved FY 2013 budget was \$5,818,157. Several reprogrammings, detailed below, reduced the budget by \$977,600 to a

year-end figure of \$4,840,557. These reprogrammings are listed below; all of them were internal within the Office of the Chief Financial Officer.

There are no reprogrammings to date in FY 2014 in or out of OBP.

FY 2013 Reprogrammings Affecting the Office of Budget and Planning

Total Amount Requested, OCFO	OBP Net Amount	Council Reprogramming # (If Applicable)	Description	Date
\$12,000	(\$2,000)	(OBP Approval)	This reprogramming supports recruitment advertising. Funds moved from multiple programs to the Agency Management program.	4/10/2013
\$2,652,506	(\$350,000)	20-75	This reprogramming covers the impact of a projected revenue shortfall in the interest earnings collected from the Bank Fees fund; upgrades to the heating, ventilation and air-conditioning system at the OCFO's Southwest Waterfront building; and payment of software licenses for computer system users. Funds moved from multiple programs to the Information Systems and Finance and Treasury programs.	7/11/2013
\$400,000	(\$240,000)	(OBP Approval)	This reprogramming is to support improvements to the agency's storage area network and to pay security and software costs. Funds moved from multiple programs to the Information Technology program.	9/12/2013
\$448,000	(\$300,000)	(OBP Approval)	This reprogramming covers the development and implementation of new financial, tax and budget development systems and certain personal services and supply costs. Funds moved from OCFO's Integrity and Oversight and Budget Development and Execution programs to the Information Technology and Budget Development and Execution programs.	9/26/2013
\$220,150	(\$85,600)	(OBP Approval)	This reprogramming covers the development and implementation of new financial, tax and budget development systems and certain personal services costs. Funds moved from OCFO's Budget Development and Execution and Research and Analysis programs to the Information Technology and Budget Development and Execution programs.	11/1/2013
Total Reprogrammed, OBP	(\$977,600)			

Q10. For fiscal years 2013 and 2014 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

A10. OBP does not have any Special Purpose Revenue funds.

Q11. Please list all memoranda of understanding (MOU) entered into by your agency during fiscal years 2012, 2013, and 2014 (to date). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

A11. OBP does not have any MOUs.

Q12. D.C. Law requires the Mayor and the Chief Financial Officer to submit to the Council, simultaneously with a proposed budget submission, actual copies of all agency budget enhancements requests, including the “Form B” for all District agencies (See D.C. Code § 47-318.05a). In order to help the Committee understand agency needs, and the cost of those needs for your agency, please provide as an attachment to your answers all budget enhancement requests submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for fiscal years 2012, 2013, and 2014.

A12. OBP had no budget enhancement requests for fiscal year (FY) 2012. In FY 2013, OBP received a \$300,000 enhancement as the Cost Driver project shifted from capital funds to operating funds. OBP no longer works on the project. We have been in discussion with the Executive about the Office of the Chief Technology Officer (OCTO) taking over the project. The funds will be transferred to OCTO’s FY 2014 budget. Funds were included in OCTO’s FY 2015 Current Services Funding Level budget. OBP has no budget enhancement requests for FY 2014.

Q13. Please list each grant or sub-grant received by your agency in fiscal years 2013 and 2014 (to date). List the date, amount, purpose of the grant or sub-grant received, and explain how the grant is allocated if it is a multi-year grant.

A12. OBP received no grants or sub-grants in FY 2013 and FY 2014.

Q14. Please list all currently open capital projects for your agency as of January 13, 2014, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

A13. The Budget Management and Planning System (BMAPS) is a part of a larger project to replace both the accounting system (SOAR) and the Budget Formulation Application (BFA). At present, the entire project is on hold pending further review by the new CFO. The current budget for BMAPS, the replacement for the BFA, is \$3,546,318, and expenditures to date are \$1,997,190.

	Total			
	Authority	Allotment	Expenditures	Current Balance
BF301C- BMAPS Data	\$3,546,318	\$3,546,318	\$1,997,190	\$1,549,128

Q15. Please list all pending lawsuits that name your agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant liability in terms of money and/or change in practices. The Committee is not asking for your judgment as to the city’s liability; rather, we are asking about the extent of the claim. For those claims identified, please include an explanation about the issues for each case.

A14. OBP has no pending lawsuits.

Q16. (a) Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time since October 1, 2011.

(b) Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

A15. **There are none.**

Q17. Please list, in chronological order, all employee grievances filed against your agency in fiscal years 2013 and 2014 (to date). Also, list any earlier grievance that is still pending in any judicial forum. For each, give a brief description of the matter as well as the current status.

A16. **There are none.**

Q18. In table format, please list the following for fiscal years 2012, 2013, and 2014 (to date) regarding the agency’s use of SmartPay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); and (3) total spent (by person and for the agency).

A17. **See below:**

Name of Employee	Title	Purchase Limit per Day	Total Spent in FY 2012	Total Spent in FY 2013	Total Spent in FY 2014 (as of 1/17/2014)
Margaret Myers	Office and Production Manager	\$2,500.00	\$6,755.86	\$10,166.84	\$966.00

Q19. (a) In table format, please provide the following information for fiscal years 2012, 2013, and 2014 (to date), regarding your agency’s use of cellular phones and mobile devices: (1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual’s use; and (3) justification for such use (per person). If the list is more than one page in length, you may provide it as an attachment.

(b) Please describe how your agency manages and limits its mobile, voice, and data costs, including cellular phones and mobile devices.

A18. **(a) See attachment C.**

(b) OBP's telephones are part of a pool system (operated through OCTO) where each user is never charged for over-use of minutes. Some users use very few minutes while others use a lot, so overall usage balances out.

Q20. (a) Does your agency have or use a government vehicle? If so, for fiscal years 2012, 2013, and 2014 (to date), please list these vehicles. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

(b) Please list all vehicle accidents involving your agency's vehicles for fiscal years 2012, 2013, and 2014 (to date). Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the justification for using such vehicle; (4) the name and title/position of the driver involved; and (5) whether there was a finding of fault and, if so, who was determined to be at fault.

A19. OBP does not have a government vehicle.

Q21. (a) D.C. Law prohibits chauffeurs, take-home vehicles, and the use of SUVs (see D.C. Code §§ 50-203 and 50-204). Is your agency in compliance with this law? Please explain any exceptions.

(b) If there are exceptions, please provide the following: (1) type of vehicle (make, model, year); (2) individuals (name/position) authorized to have the vehicle; (3) jurisdictional residence of the individual (e.g., Bowie, MD); and (4) justification for the chauffer or take-home status.

A20. None.

Q22. In table format, please provide the following information for fiscal years 2012, 2013, and 2014 (to date) regarding your agency's authorization of employee travel: (1) individuals (by name and title/position) authorized to travel outside the District; (2) total expense for each trip (per person, per trip, etc.); and (3) justification for the travel (per person).

A21. See below:

FY 2012 Travel by OBP Employees

Employee	Date	Cost of Trip	Trip/Justification
Gordon McDonald	February 2-3, 2012	\$624.27	Attend Bond Rating Meeting
James Spaulding	July 29-August 1, 2012	\$0.00*	Attend NASBO 2012 Annual Conference
Sunday Okparaocha	July 29-August 1, 2012	\$1,261.23	Attend NASBO 2012 Annual Conference, including a special program on Medicaid, one of Mr. Okparaocha' s areas of responsibility
	TOTAL	\$1,885.50	

FY 2013 Travel by OBP Employees

Employee	Date	Cost of Trip	Trip/Justification
Gordon McDonald	February 26-27, 2013	\$776.50	Attend Bond Rating Meeting
David Clark	April 24-27, 2013	\$245.55	Attend NASBO Spring 2013 Meeting, specifically a special one-day session on capital budgeting
Gordon McDonald	June 1-5, 2013	\$2,374.45	Attend GFOA 2013 Annual Conference
James Spaulding	July 20-25, 2013	\$0.00*	Attend NASBO 2013 Annual Conference
Eric Cannady	July 20-25, 2013	\$2,576.09	Attend NASBO 2013 Annual Conference
Melissa Lavasani	August 22-25, 2013	\$1,105.71	Attend NASBO training conference
Cynthia Holman	August 22-25, 2013	\$1,189.86	Attend NASBO training conference
Lakeia Williams	September 21-25, 2013	\$3,470.70	Attend Administrative Professionals Conference
	TOTAL	\$11,738.86	

* NASBO membership includes coverage of costs for one person per state budget office to attend its annual conference.

FY 2014 Travel by OBP Employees

No out of town travel to date.

Q23. Please provide and itemize, as of January 18, 2014, the current number of When Actually Employed (WAE), term and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term, the date on which he or she first started with your agency, and the date on which his or her current term expires.

A22. There are no WAE employees or contract personnel currently in OBP.

Q24. Please provide, as an attachment, a copy of your agency's current annual performance plan as submitted to the Office of the City Administrator.

A23. See Attachment D for the performance plan for the Office of the Chief Financial Officer.

Q25. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2014 and 2015.

A24. Our top five priorities are the same as last year. The first two comprise our core business. The last three are areas in which we seek to improve continually, and our response indicates where we made progress last year as well as our plan for this year.

1. Execute the FY 2014 Budget to ensure year-end balance. OBP will monitor, adjust, and report on the FY 2014 budget and help District agencies, the Mayor, and the Council ensure balance at the end of the year.

a. Monitoring – OBP will review agency Financial Review Process (FRP) reports and compare spending with agency spending plans to identify potential spending pressures. If pressures arise, OBP will work with the Mayor's budget office as they propose changes to resolve the pressures.

b. Adjusting – OBP will help the Mayor's budget office develop a Supplemental Budget if revenues increase, and will process reprogrammings, grant budget modifications, Contingency Reserve requests, and other adjustments to the budget, ensuring that all changes can be supported and will keep the budget in balance.

c. Reporting – OBP will issue FY 2014 Financial Status Reports for the operating and capital budgets, reports on reprogrammings and Intra-Districts, Emergency and Contingency Reserve status reports, and others.

2. Produce a balanced FY 2015 Budget. OBP will work closely with the Mayor's office to ensure that the Mayor's Proposed FY 2015 Budget and Financial Plan is balanced and that proposed borrowing within the Capital Improvements Plan ensures that debt service remains within the District's 12-percent debt

cap. After the budget is submitted to the Council, OBP will work with Council's budget office and with committee staff to help interpret the budget and assist the Council in its deliberations. Finally, after Council approves the budget, OBP will produce budget documents to be delivered to Congress.

3. Improve budget transparency. OBP has expanded CFOInfo and will continue to do so, and will continue to put its reports on the internet.

a. CFOInfo – this is the OCFO's web-interface budget tool that allows users to create their own budget tables. Working with the Office of the Chief Information Officer (OCIO) within the OCFO, we have added grant-level and Special Purpose Revenue fund detail information, updated the user interface, and added a year of data. We will continue to try to improve usability.

b. Reports – in FY 2013, we began posting all OBP reports (to the Council and/or Mayor) on line, including reports on the Emergency and Contingency Reserves, reprogrammings, grant budget modifications and activity, and capital project activity. We will continue to post these reports, and we will look at updating the web site to make them easier to find.

4. Improve timeliness of reporting. We made great strides in improving timeliness of our reporting in FY 2013. In FY 2014 and FY 2015, we will continue to seek ways to improve timeliness of our quarterly reporting on Reprogrammings and Intra-Districts.

5. Improve timeliness of certain budget adjustments. In FY 2013, we discussed developing internal goals for processing reprogramming requests and grant budget modification requests from agencies. We have not completed this process yet, but we still plan to publish these goals and track our actual performance against them.

Again: in providing the above information do not use attachments unless specifically requested. Thank you for your attention to this matter.

Sincerely,

Phil Mendelson, Chairman

PM/rj

Office of Budget and Planning Organization Chart

As of February 3, 2014

Attachment A

Total Approved FTEs = 42
Filled Positions = 39
Vacant Positions = 3

Special Assistant
VACANT

Deputy Chief Financial Officer
G McDonald

Executive Assistant
L H. Williams

Associate Deputy Chief Financial Officer
J Spaulding

Director for Budget Administration
E Cannady

Director for Capital Improvements Program
D Clark

Director for Financial Management Services and Operations
VACANT

Director for Financial Planning, Analysis, and Management Services
L Stephenson

Deputy Director for Budget Administration
S.C. Okparaocha

Deputy Director for Budget Administration
S White

Capital Budget Controller
S Greenfield

Office and Production Manager
M Myers

Budget Controller
D Kobes

Senior Financial Medicaid Analyst
C Pryor

Budget Administration Analyst
E Chukwuma

Capital Budget Analyst
O Herzi

Staff Assistant
S Nelson

Financial Systems Analyst
S Taing

Budget Administration Analyst
J Agbebakun

Budget Administration Analyst
W Powell

Capital Budget Analyst
B Kothari

Financial Systems Analyst
C. Osorio

Budget Administration Analyst
R Dawodu

Budget Administration Analyst
N Tengra

Capital Budget Analyst
M Samba

Financial Systems Analyst
R Johnson

Budget Administration Analyst
L Hayward

Budget Administration Analyst
R Moore

Staff Assistant
T Allen

Cost Analyst
D Smith

Budget Administration Analyst
M Lavasani

Budget Administration Analyst
A Tessema

Grants Analyst
J Walker

Financial Systems Analyst
D Miller

Budget Administration Analyst
B Iyun

Budget Administration Analyst
C Holman

Budget Administration Analyst
R Myers

Cost Analyst
VACANT

Budget Administration Analyst
L Williams

Budget Administration Analyst
S Mulaw

Executive Assistant
R Waddy

Budget Administration Analyst
M Duong

Office of the Chief Financial Officer (AT0)

Office of Budget and Planning (Program 3000)

FY 2014 Schedule A - as of January 13, 2014

	Div.	Position/Title	Name	Grade	Step	Salary	Fringes @ 21.99%	Job Status
EXECUTIVE DIRECTION & SUPPORT								
1	3100	Deputy Chief Financial Officer	McDonald, Gordon M	18	4	174,070	38,121	Continuing Full-Time
2	3100	Associate Deputy Chief Financial Officer	Spaulding, James	17	5	158,956	34,811	Continuing Full-Time
3	3100	Director, Financial Management Services & Operations						Vacant
4	3100	Special Assistant to the DCFO						Vacant
5	3100	Office/Production Manager	Myers, Margaret A.	14	8	111,612	24,443	Continuing Full-Time
6	3100	Executive Assistant	Williams, Lakeia	13	10	99,392	21,767	Continuing Full-Time
7	3100	Staff Assistant	Nelson, Sharon	11	6	62,805	13,754	Continuing Full-Time
FINANCIAL PLANNING & ANALYSIS								
8	3400	Director, Financial Planning & Analysis	Stephenson, Leticia	16	9	155,131	33,974	Continuing Full-Time
9	3400	Budget Controller	Kobes, David	15	9	134,446	29,444	Continuing Full-Time
10	3400	Financial Systems Analyst IV	Taing, Sue	15	7	127,598	27,944	Continuing Full-Time
11	3400	Cost Analyst III	Smith, Duane Brian	14	10	117,454	25,722	Continuing Full-Time
12	3400	Financial Systems Analyst III	Osorio, Carlotta	14	10	117,454	25,722	Continuing Full-Time
13	3400	Financial Systems Analyst III	Johnson, Robert W	14	7	108,692	23,804	Continuing Full-Time
14	3400	Financial Systems Analyst II	Miller, Darryl L	13	10	99,392	21,767	Continuing Full-Time
15	3400	Budget Administration Analyst						Vacant
OPERATING BUDGET FORMULATION & DEVELOPMENT								
16	3700	Director, Operating Budget Formulation & Development	Cannady, Eric	16	6	148,292	32,476	Continuing Full-Time
17	3700	Deputy Director, Operating Budget	White, Stacy-Ann	15	7	127,598	27,944	Continuing Full-Time
18	3700	Deputy Director, Operating Budget	Okparaocha, Chuks S.	15	5	120,752	26,445	Continuing Full-Time
19	3700	Budget Administration Analyst	William Powell	14	8	111,612	24,443	Continuing Full-Time
20	3700	Budget Administration Analyst	Joshua Agbebakun	14	7	108,692	23,804	Continuing Full-Time
21	3700	Budget Administration Analyst	Ernest Chukwuma	14	5	102,850	22,524	Continuing Full-Time
22	3700	Budget Administration Analyst	Randall Myers	14	5	102,850	22,524	Continuing Full-Time
23	3700	Senior Grants Analyst	Janice Walker	14	4	99,929	21,884	Continuing Full-Time
24	3700	Senior Financial Medicaid Analyst	Charles Pryor	14	2	94,086	20,605	Continuing Full-Time
25	3700	Budget Administration Analyst	Melissa Lavasani	13	10	99,392	21,767	Continuing Full-Time
26	3700	Budget Administration Analyst	Rasheed Dawodu	13	8	94,446	20,684	Continuing Full-Time
27	3700	Budget Administration Analyst	Lee Hayward	13	7	91,973	20,142	Continuing Full-Time
28	3700	Executive Assistant	Renee Waddy	13	6	89,500	19,601	Continuing Full-Time
29	3700	Budget Administration Analyst	Robin Moore	13	4	84,554	18,517	Continuing Full-Time
30	3700	Budget Administration Analyst	Naila Tengra	13	3	82,081	17,976	Continuing Full-Time
31	3700	Budget Administration Analyst	Linda Williams	12	10	85,647	18,757	Continuing Full-Time
32	3700	Budget Administration Analyst	Cynthia Holman	12	8	81,493	17,847	Continuing Full-Time
33	3700	Budget Administration Analyst	Seblewengel Mulaw	12	7	79,415	17,392	Continuing Full-Time
34	3700	Budget Administration Analyst	Alex Tessema	12	3	69,030	15,118	Continuing Full-Time
35	3700	Budget Administration Analyst	Benjamin Iyun	12	3	69,030	15,118	Continuing Full-Time
36	3700	Budget Administration Analyst	Michelle Duong	11	3	57,585	12,611	Continuing Full-Time
CAPITAL BUDGET FORMULATION & DEVELOPMENT								
37	3800	Director, Capital Budget Formulation & Development	Clark, David A	16	5	144,203	31,580	Continuing Full-Time
38	3800	Capital Budget Controller	Greenfield, Sherrie	15	8	131,023	28,694	Continuing Full-Time
39	3800	Capital Budget Administration Analyst II	Kothari, Bharat C	13	6	89,500	19,601	Continuing Full-Time
40	3800	Capital Budget Administration Analyst II	Herzi, Omar	13	5	87,027	19,059	Continuing Full-Time
41	3800	Capital Budget Administration Analyst II	Samba, Mamadou	13	1	77,127	16,891	Continuing Full-Time
42	3800	Staff Assistant	Allen, Travis	9	10	57,828	12,664	Continuing Full-Time

**Office of Budget and Planning
FY 2014 Oversight Hearing**

Attachment C-1

OBP EMPLOYEES ASSIGNED CELLULAR TELEPHONES (FY 2012, FY 2013 AND FY 2014)

Cellular Telephones in OBP - FY 2012

Name	Position	Annual Expense	Justification for Use
Gordon McDonald	Deputy CFO	\$769.08	Employees can be reached quickly to answer OCFO, Council, and Mayor's questions and also access emails for quick response to agency requests.
James Spaulding	Associate DCFO	\$769.08	
Leticia Stephenson	Director for Budget Execution and Cost Analysis	\$769.08	
Sumita Chaudhuri	Director for FMS and Operations	\$769.08	
Eric Cannady	Director for Budget Formulation	\$769.08	
Stacy White	Deputy Director for Budget Formulation	\$769.08	
Sunday Okparaocha	Deputy Director for Budget Formulation	\$769.08	
David Clark	Director for Capital Improvements Program	\$769.08	
Margaret Myers	Office/Production Manager	\$769.08	
Lakeia Williams	Executive Assistant	\$769.08	
Renee Waddy	Executive Assistant	\$769.08	
Sherrie Greenfield	Capital Budget Controller	\$769.08	
Robert Johnson	Financial Systems Analyst (cell phone only, no data)	\$461.40	
	Annual Cost	\$9,690.36	

Cellular Telephones in OBP - FY 2013

Name	Position	Annual Expense	Justification for Use
Gordon McDonald	Deputy CFO	\$769.08	Employees can be reached quickly to answer OCFO, Council, and Mayor's questions and also access emails for quick response to agency requests.
James Spaulding	Associate DCFO	\$769.08	
Leticia Stephenson	Director for Budget Execution and Cost Analysis	\$769.08	
Stacy White	Deputy Director for Budget Formulation	\$769.08	
Sunday Okparaocha	Deputy Director for Budget Formulation	\$769.08	
David Clark	Director for Capital Improvements Program	\$769.08	
Lakeia Williams	Executive Assistant	\$769.08	
Renee Waddy	Executive Assistant	\$769.08	
Sherrie Greenfield	Capital Budget Controller	\$769.08	
Robert Johnson	Financial Systems Analyst (cell phone only, no data)	\$461.40	
	Annual Cost	\$7,383.12	

Cellular Telephones in OBP - FY 2014 (as of January 31, 2014)

Name	Position	Annual Expense	Justification for Use
Gordon McDonald	Deputy CFO	\$769.08	Employees can be reached quickly to answer OCFO, Council, and Mayor's questions and also access emails for quick response to agency requests.
James Spaulding	Associate DCFO	\$769.08	
Leticia Stephenson	Director for Budget Execution and Cost Analysis	\$769.08	
Stacy White	Deputy Director for Budget Formulation	\$769.08	
Sunday Okparaocha	Deputy Director for Budget Formulation	\$769.08	
David Clark	Director for Capital Improvements Program	\$769.08	
Lakeia Williams	Executive Assistant	\$769.08	
Renee Waddy	Executive Assistant	\$769.08	
Sherrie Greenfield	Capital Budget Controller	\$769.08	
Robert Johnson	Financial Systems Analyst (cell phone only, no data)	\$461.40	
	Annual Cost	\$7,383.12	



**FY 2013 PERFORMANCE PLAN
Office of the Chief Financial Officer**

MISSION

The mission of the Office of the Chief Financial Officer (OCFO) is to provide financial management services to the government and the people of the District of Columbia to sustain the long term fiscal economic viability.

SUMMARY OF SERVICES

The Office of the Chief Financial Officer provides enhanced fiscal and financial stability, accountability and integrity for the Government of the District of Columbia. The OCFO ensures that the District produces a balanced budget and spending levels remain within approved budgets and available revenues for each fiscal year so that spending deficits do not occur; maintains adequate cash balances; minimizes receivable balances; manages the District's debt and finances in a manner that provides optimal opportunities to maximize bond ratings and minimize the cost of borrowed capital; ensures that the ratio of total debt service to General Fund expenditures remains within a maximum of 12 percent; improves tax payment compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by percentage change in delinquent collections; develops and supports financial management systems that provide accurate and timely information; and produces the District's Comprehensive Annual Financial Report (CAFR) on time with an unqualified clean opinion.

PERFORMANCE PLAN DIVISIONS

- Financial Operations and Systems
- Budget Development and Execution
- Research and Analysis
- Tax Administration
- Information Technology
- Finance and Treasury
- Integrity and Oversight



AGENCY WORKLOAD MEASURES

Metric	FY 2010 YE	FY 2011 YE	FY 2012 YE
Number of returns processed (individual income, calendar year)	320,544	342,627	370,061
Number of properties assessed	192,759	194,363	195,837
Number of taxpayer contacts (phone and walk-in)	159,691/46,754	153,960/46,825	158,929/47,818
Number of Bank Accounts Maintained by the District Government	626	729	687
Number of Wire Transfer Requests Processed	1961	2056	2583
Total Value of Unclaimed Property Held	\$166 M	\$175.1M	\$188.7M
Number of Unclaimed Property Accounts	797,642	891,767	977,752
Number of Cashiering Transactions Conducted via Walk-In, Mail and E-Collections	Agency 7,885 Mail 293 Walk-In 798,249 Total 806,427	15,968 1,898 774,362 792,228	8,812 2,269 856,744 867,831
Number of reprogrammings processed	N/A	345	361
Number of grant budget modifications processed	N/A	1,050	1,199



Financial Operations and Systems

SUMMARY OF SERVICES

The Financial Operations and Systems program manages and executes the District's accounting operations, including critical functions such as District-wide general ledger accounting, financial reporting, and pay and retirement services. The program produces the Comprehensive Annual Financial Report (CAFR), which shows the District's financial position at the end of each fiscal year. The program also develops accounting policies and procedures, polices that support the System of Accounting and Reporting (SOAR) -- the District's formal book of record--, and policies and procedures for other areas of financial management throughout the OCFO. The program's activities support seven objectives.

OBJECTIVE 1: Operations and Administration

INITIATIVE 1.1 Continue monitoring and grading agency accounting operations to ensure sound fiscal stewardship of district resources.

Completion date: FY 2012 Annual Review (4/30/13), with quarterly reviews upon request

OBJECTIVE 2: Accounting Operations

INITIATIVE 2.1 Develop a reporting tool to age outstanding reconciling items; and distribute to agencies with monthly cash account reconciliation.

Completion date: 9/30/13

OBJECTIVE 3: Financial Policy and Procedures

INITIATIVE 3.1 Complete review of agency financial policies and procedures and post to SharePoint database site.

Completion date: 9/30/13

OBJECTIVE 4: Accounting Systems Management/Functional Integration

INITIATIVE 4.1 Review structure and placement of this division with aim of consolidating its functions within other parts of the program.



Completion date: 9/30/13

OBJECTIVE 5: Financial Control and Reporting

INITIATIVE 5.1 Conduct at least three quarterly training sessions on newly issued pronouncements by the Governmental Accounting Standards Board (GASB), current accounting practices, trends in governmental accounting, and/or other emerging issues.

Completion dates: March 31, 2013; June 30, 2013; and September 30, 2013

PROPOSED KEY PERFORMANCE INDICATORS – *Financial Operations and Systems*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of audit recommendations that are fully or partially implemented or resolved	80%	100%	100%	100%	100%	100%
Percent of interim and annual closing packages submitted on-time	68%/87%	78%/95%	71%/78%	72%/87%	73%/88%	75%/89%



Budget Development and Execution

SUMMARY OF SERVICES

The Budget Development and Execution program prepares, analyzes, monitors, and executes the District government's budget, including operating, capital, and enterprise funds, to facilitate fiscal integrity and maximize services to taxpayers. This program provides advice to policy makers on the District government's budget to allow for informed resource allocation determinations, coordinates, monitors, and summarizes agency expenditure forecasts, and produces a variety of reports and on-line information services to keep stakeholders and taxpayers informed. The program's activities support four objectives.

OBJECTIVE 1: Executive Direction and Support

INITIATIVE 1.1 Improve transparency of budget data through increased accessibility to the CFO Info database, including quantity (additional years of data), quality (deeper levels of data such as activity-level budgets and expenditures), and ease of navigation.

Completion date: 9/30/2013

OBJECTIVE 2: Financial Planning and Analysis

INITIATIVE 2.1 Improve timeliness of reporting through a timetable for report production; increase the number of reports posted on the internet.

Completion date: 6/30/2013

OBJECTIVE 3: Operations Budget Formulation and Development

INITIATIVE 3.1 Working with the Mayor and Council, ensure the FY 2013 budget remains in balance, making adjustments as necessary, and produce a balanced FY 2014 budget.

Completion date: 9/30/2013



OBJECTIVE 4: Capital Budget Formulation and Development

INITIATIVE 4.1 Working with the Mayor and Council, ensure the FY 2014 – FY 2019 Capital Improvements Plan is developed and executed so as to guarantee that debt service remains within the District’s 12-percent debt cap over the six-year horizon.

Completion date: 6/30/2013

Research and Analysis

SUMMARY OF SERVICES

The Research and Analysis program provides revenue estimates, revenue policy analysis, and analysis supporting economic development. The program objectives are conducted by two offices, both of which report directly to the CFO: the Office of Revenue Analysis (ORA) and Economic Development Finance (EDF). The program’s activities support five objectives.

OBJECTIVE 1: Executive Direction and Support

INITIATIVE 1.1 Continue to ensure that the reports issued by ORA are accurate and useful to the public, policy and decision makers in the District of Columbia.

Completion date: 9/30/13

OBJECTIVE 2: Financial Data Quality Assurance

INITIATIVE 2.1 Collect, maintain and disseminate the most accurate and useful financial data to the public, policy and decision makers in the District of Columbia.

Completion date: 9/30/13

OBJECTIVE 3: Revenue Estimation

INITIATIVE 3.1 Forecast and produce four quarterly revenue estimations for the District government, including the official binding revenue estimate issued by the OCFO in February that is used to develop the Mayor’s budget for the next fiscal year, with quarterly revisions that follow.

Completion date: 9/30/13



OBJECTIVE 4: Economic Development

INITIATIVE 4.1 Provide analysis of fiscal, financial, and, administrative impacts of proposed development projects and programs to the CFO, Mayor, Deputy Mayor for Planning and Economic Development, and the Council so they can appropriately assess proposed economic development initiatives with a view toward ensuring successful economic development in the District.

Completion date: 9/30/13

OBJECTIVE 5: Legislative Fiscal Analysis

INITIATIVE 5.1 At the request of the Mayor or a member of the Council, prepare fiscal impact statements on behalf of the CFO and certify financial impacts of legislation that are to be considered by the Council's committees, as required by statute as a part of the legislative process.

Completion date: 9/30/13

PROPOSED KEY PERFORMANCE INDICATORS – *Research and Analysis*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent variation between the original binding revenue estimate as compared to actual revenue	1.39	5.0	5.95	5.0	5.0	5.0
Percent of ad hoc documents reviewed by ORA that do not contain factual errors	100	100	100	90	90	90
Percent of applications for tax increment financing and requests for tax abatement financial analysis that are reviewed and processed with 60 days of complete submission.	100%	90%	100%	90%	90%	90%



Tax Administration

SUMMARY OF SERVICES

The Tax Administration program provides fair, efficient, and effective administration of the District's business, income, excise and real property tax laws. The program's activities support seven objectives.

OBJECTIVE 1: Executive Direction and Support - Process over one million tax returns annually, record and deposit tax payments, perform tax audits and compliance enforcement, assess and bill real property taxes, and record title transfers, in order to maintain and enhance revenue collections.

INITIATIVE 1.1 Ensure effective implementation of the tax revenue initiatives proposed and approved for FY 2013.

Completion date:

OBJECTIVE 2: External Customer Service, Information and Education - Improve customer service interactions via telephone by reducing average speed of answer or wait time and reducing the number of calls abandoned.

INITIATIVE 2.1 Answer 85 percent of all calls within three minutes (180 seconds).

Completion date: 9/30/2013

INITIATIVE 2.2 Reduce the abandoned call rate to no more than 5 percent.

Completion date: 9/30/2013

OBJECTIVE 3: Recorder of Deeds – Ensure timely recording of property transfers and maintain updated ownership records for all District properties.

INITIATIVE 3.1 Decrease processing time for e-files from time of submission to time of recording from 2 hours to 1 hour.

Completion date: 9/30/2013



INITIATIVE 3.2 Increase electronic filing by at least 3percent through measures aimed at increasing volumes from secondary e-file vendors.

Completion Date: 9/30/2013

OBJECTIVE 4: Real Property Tax Administration - Annually assess approximately 195,000 properties in the District ensuring both fair and equitable valuation. Defend valuations appealed by taxpayers. Grant exemption as authorized by the DC Code. Update and maintain ownership and land records.

INITIATIVE 4.1 Upgrade CAMA software used for real property assessment program to address audit findings.

Completion date: 9/30/2013

OBJECTIVE 5: Tax Audits and Investigations - Initiate audits of companies filing returns under the combined reporting statutes.

INITIATIVE 5.1 Complete training of staff in combined reporting audit techniques.

Completion date: 9/30/2013

INITIATIVE 5.2 Develop rules for how combined reporting audits are selected.

Completion date: 9/30/2013

OBJECTIVE 6: Revenue Accounting - Ensure timely recordation and transfer of dedicated taxes.

INITIATIVE 6.1 Train staff on Oracle General Ledger and revise associated policies and procedures.

Completion date: 9/30/2013



OBJECTIVE 7: Receipts and Delinquent Collections - Process taxpayer payments within a 72 hour window ensuring that taxpayer payments are applied accurately and refunds are issued to taxpayers within 15 days of the receipt of filing. Take compliance and enforcement actions as needed to recover delinquent tax liabilities owed to the District. Through outreach to taxpayers, encourage electronic filing where applicable as well as monitor the productivity of the lockbox vendors.

INITIATIVE 7.1 Take all actions necessary to implement offset for non-income tax refunds between the Federal Government and the District of Columbia.

Completion date: 9/30/2013

INITIATIVE 7.2 Complete implementation of the Taxpayer Delinquency Investigation (TDI) program.

Completion date: 9/30/2013

INITIATIVE 7.3 Increase collections from delinquent taxpayers by 15 percent.

Completion date: 9/30/2013

INITIATIVE 7.4 Maintain and update as needed software and hardware to keep pace with the changing demand of electronic transactions and taxpayer expectation of a faster turnaround on transactions with the Office of Tax and Revenue.

Completion date: 9/30/2013



PROPOSED KEY PERFORMANCE INDICATORS – Tax Administration

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of returns filed electronically	66.0%	68.0%	68.0%	70.0%	70.0%	70.0%
Percent of documents filed electronically	20%	25%	25%	27%	27%	27%
Ratio of assessment changes to total value of assessments appealed	3.39	3.00	2.09	2.71	2.71	2.71
Delinquent account collections	121.5M	121.0M	118.6 M	133.1M	133.1M	133.1M
Percent of refunds issued within 14 days	67.58%	70%	71.98%	74.0%	74.0%	74.0%
Number of returns processed (Individual Income filing only, calendar year figures)	342,627	350,000	370,061	355,000	355,000	355,000
Average number of days to process a tax refund (as of 9/30 each year)	13.14	15.00	8.95	15.00	15.00	15.00
Number of returns received electronically: Individual Income and Business filing, calendar year figures	649,445	650,000	707,645	775,000	800,000	800,000
Delinquent Accounts Receivable (non-real property)	103.4 m	88.0 m	149.8 m	105.0 m	105.0 m	105.0 m
Number of assessments appealed - First Level	10,914	11,000	10,927	8,979	8,979	8,979
	First Level	First Level	First Level	First Level	First Level	First Level
Number of assessments appealed - BRPAA/RPTAC	4,772	4,700	4,018	3,200	3,200	3,200
Number of assessments appealed - Court (estimated)	500	300	287	300	300	300



Information Technology

SUMMARY OF SERVICES

The Information Technology program provides for the development, configuration, and maintenance of financial information systems and tools to support the District of Columbia's accounting, budget, tax, pension payroll and financial reporting. The principal objectives of the program are to maintain accurate systems, modify systems in response to the changing needs of the District while maintaining compliance with federal, state, and local regulations.

OBJECTIVE 1: Executive Direction and Support - Develop and maintain state of the art financial information systems to support the financial requirements of the District

INITIATIVE 1.1 Implement software in support of recent tax revenue initiatives, including street vendor sales tax reporting and Use Tax for employers who have withholding tax accounts but no sales tax accounts.

Completion date: 1/15/2013

INITIATIVE 1.2 Implement Modernized eFile (MeF), the District's new single portal for electronically-filed Individual Income Tax returns. Approximately 70 percent of this season's Individual Income Tax returns are expected to be processed via MeF.

Completion date: 1/28/2013

INITIATIVE 1.3 Implement software to support recent tax revenue initiatives focused on capturing tax liabilities from payments about to be issued, including the offset of Individual Income Tax refunds for Department of Motor Vehicles liabilities, and the recovery of unpaid taxes (and ultimately other liabilities) from federal vendor payments made by the U.S. Treasury in exchange for providing a reciprocal offset for the Treasury against District payments.

Completion date: 3/22/2013

INITIATIVE 1.4 Implement software to support improved reporting and transparency of budget data through increased accessibility to the CFO Info database, including



quantity, quality, and ease of navigation, as well as increasing the number of budget reports posted on the internet.

Completion date: 9/30/2013

INITIATIVE 1.5 Upgrade CAMA software used for real property assessment program to address audit findings.

Completion date: 9/30/2013

INITIATIVE 1.6 Implement software and provide project management as needed in support of cash collections and cash management initiatives, including the merchant credit card sales revenue initiative and the establishment of the Central Collection Unit.

Completion date: 9/30/2013

INITIATIVE 1.7 Provide analysis and project management support to implement the KwikTag Imaging Solution throughout all Office of Finance and Treasury units.

Completion date: 9/30/2013

OBJECTIVE 2: Operations and Administration - Provide ongoing improvements to the information technology infrastructure via assessing and reassessing hardware and software needs.

INITIATIVE 2.1 Using the results of the recent physical inventory of desktop computers, undertake a major PC refresh, including schedules for PC refreshes/upgrades and training on Win7, Outlook 2010 and Office 2010.

Completion date: 9/30/2013



INITIATIVE 2.2 Implement a more advanced set of security policies and practices to enhance the security, availability, and integrity of the data housed in the OCFO server room.

Completion date: 9/30/2013

INITIATIVE 2.3 Implement a comprehensive information security program for the OCIO and execute the Penetration Test to assess the net security posture.

Completion date: 9/30/2013

INITIATIVE 2.4 Implement a HoneyPot infrastructure to aid in learning how intruders and attackers probe and attempt to gain access to our systems. By recording these probes and attempts, we gain insight into attack methodologies to protect our production systems.

Completion date: 9/30/2013

PROPOSED KEY PERFORMANCE INDICATORS – *Information Technology*

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2014 Projection	FY 2015 Projection
Percent of the District's accounting, budget, payroll and tax systems available	99.67%	99.95%	99%	99%	99%



Finance and Treasury

SUMMARY OF SERVICES

The Finance and Treasury program provides management of the financial assets and liabilities of the Government of the District of Columbia. This includes investing, receiving, safe-keeping, disbursing, recording, and acquiring District financial resources. The program's activities support seven objectives.

OBJECTIVE 1: Executive Direction and Support

INITIATIVE 1.1 Implement Archival Automation - Use of the KwikTag imaging system throughout all Office of Finance and Treasury(OFT) units and operations will provide document imaging, content-based retrieval, instant audit, multi-document case management, work-flow routing, approval and tracking for greater cost control, auditability and efficiency. KwikTag will be the single repository for scanned paper, emails or electronic files. It will also provide automatic back-ups for disaster recovery. KwikTag will allow us to store documents electronically, share documents with auditors expeditiously, eradicate the need to store paper copies, and recover office space that once housed multiple file cabinets.

Completion date: 9/30/13

OBJECTIVE 2: Debt and Grants Management

INITIATIVE 2.1 Enhance Collection of Delinquent Debts - Increase the collection of delinquent debts owed to the District by centralizing and enhancing their collections through the establishment of a Central Collection Unit. Projected revenue collections in FY 2013 total \$15 million.

Completion date: 9/30/13

OBJECTIVE 3: Cash Management and Investment

INITIATIVE 3.1 Bank Contract Consolidation – Complete the consolidation of primary banking service needs from fifteen contracts with separate banks, different pricing schedules, and overlapping services, into contracts with just two banks. Projected



savings from this consolidation total \$500,000 annually beginning in FY 2012. In addition, reduce the number of bank accounts under management by 10 percent, resulting in lower banking fees and less management time with oversight and reconciling activities.

Completion date: 9/30/13

OBJECTIVE 4: Asset Management

INITIATIVE 4.1 Optimize the Management of Electronic Banking - Through the solicitation, award, and careful monitoring of a new debit card contract to deliver TANF and SNAP monthly benefits, a saving of \$8.4 million are projected over the next six years. The savings will be shared equally with the federal government, which covers half of the costs. Critical to these savings is the relationship with Food and Nutritional Services (FNS) who shared industry knowledge of other states' pricing for similar arrangements as well as technology efficiencies that led to a significant per case price reduction.

Completion date: Ongoing through 9/30/13 and beyond

OBJECTIVE 5: Disbursement Management

INITIATIVE 5.1 Conversion of Paper Checks to Electronic Payments - Convert paper check payments to electronic payments to reduce expenses as well as provide a safer and more secure method to disburse District payment obligations, yielding projected savings in FY 2013 of \$550,000.

Completion date: 9/30/13

OBJECTIVE 6: Cash Receipts and Accounting

INITIATIVE 6.1 Revenue Collection Software Upgrade – Complete the full integration of the iNovah software package with the District's General Ledger system (SOAR). Before the introduction of iNovah, revenue was manually posted to the General Ledger. With iNovah, payments are posted automatically to the General Ledger eliminating the need for time consuming, delayed and manual journal posting of revenue. Further, iNovah adds real time information access to allow management daily knowledge of



revenue earned by agency, revenue type, and for selected periods of time. In addition, credit card and image check deposit has been integrated into the iNovah system to expedite revenue collection and cash flow as well as provide an integrated revenue collection system that records all tenders.

Completion date: 9/30/13

OBJECTIVE 7: Asset Management for Special Programs

INITIATIVE 7.1 Maximize Investment Yield - *While we cannot control interest rates, we can take steps to increase the yield on the investment portfolio by starting a direct security purchase portfolio. The direct security purchase program will increase the overall duration of the portfolio, with the risk component of the portfolio remaining low. The program is expected to increase the interest income by \$200,000 in FY 2013.*

Completion date: 9/30/13

PROPOSED KEY PERFORMANCE INDICATORS – *Office of Finance and Treasury*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent decrease in Hold for Pickup Checks	23%	5%	34%	5%	5%	5%
Percent decrease in the number of expedited check payments	18%	5%	30%	5%	5%	5%
Percent Pooled Cash Investment Returns at Industry Benchmark	100%	100%	100%	100%	100%	100%
Percent Debt Service Payments on time and accurate	100%	100%	100%	100%	100%	100%
Percent Disclosure Requirements on Time	100%	100%	100%	100%	100%	100%



Integrity and Oversight

SUMMARY OF SERVICES

The Integrity and Oversight program ensures the maintenance of the accountability, integrity, and efficiency of the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, OIO provides the Chief Financial Officer with independent reviews and appraisals of OCFO operations and ensures the maintenance of the highest standards of integrity and security of OCFO employees. The program's activities support three objectives.

OBJECTIVE 1: Audit Services - Conduct audits of OCFO agencies, programs, functions, and activities. Provide reliable and constructive recommendations for improved administration of operations and ensuring reliability of the District's financial management system. Oversee the Single Audit, a federal requirement related to the expenditure of federal grants and awards provided to the District that total over \$1 billion annually.

INITIATIVE 1.1 Conduct performance audits on various OCFO agencies. Perform follow-up work ensuring that audit recommendations are being implemented by the agencies. Continue follow-up work with the Single Audit committee throughout the year.

Completion date: 9/30/13

OBJECTIVE 2: Security Integrity Oversight - Develop, conduct and monitor an active integrity and ethics awareness program and plan to detect and deter fraud and abuse in OCFO, including proactive integrity surveys and integrity awareness presentations to OCFO employees.

INITIATIVE 2.1 Develop online integrity training program for all OCFO employees to enhance existing integrity program. Perform various proactive integrity surveys throughout the fiscal year.

Completion date: 9/30/13



OBJECTIVE 3: Investigations - Investigate allegations of misconduct by OCFO employees, as well as external attempts to corrupt OCFO employees. Conduct background investigations on OCFO employees to determine suitability for employment with the CFO.

INITIATIVE 3.1 Follow up on management alerts to ensure that responses and corrective actions are taken within 45 days of receipt by the agency. Examine the background check process for measures to improve case control and maintain 60-90 day case closures.

Completion date: 9/30/13

PROPOSED KEY PERFORMANCE INDICATORS – *Office of Integrity and Oversight*

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of audit and management reports issued	18	15	12	13	12	12
Number of integrity probes conducted	5	3	2	4	4	4
Number of background investigation cases	235	322	Close all cases within 45 days	Unable to project	Unable to project	Unable to project
Number of investigation cases	64	85	0	Unable to project	Unable to project	Unable to project