

**Response to Question 6--Intra-District Transfers**

<b>FY 16 OAG Seller</b>	<b>Transfer From Other Agencies</b>
Office of Victim Services and Justice Grants	305,649.00
Child and Family Services	720,824.07
Department of Corrections	24,750.75
Department of Employment Services	202,978.38
Department of Housing & Community Dev	262,113.05
Department of Human Services - Adult Protective Services	60,000.00
Department of Human Services - Welfare Fraud	141,569.18
Department of Transportation	141,556.83
Department of Transportation - DWI/DUI	367,877.98
Department of Transportation - TSRP	154,159.50
Dept. of Consumer Regulatory Affairs-Nuisance	111,544.00
Dept. of Consumer Regulatory Affairs-OPLA	135,574.60
Dept. of Health Care Finance	12,022.87
Office of Chief Financial Office	26,265.00
Office of Tax and Revenue	249,222.77
Office of Zoning	166,569.83
Real Property Tax Appeals Commission	10,000.00
<b>Total</b>	<b>3,092,677.81</b>
<b>FY 17 OAG Seller (Services Provided To Another Agency)</b>	<b>Transfer From Other Agencies</b>
Department of Transportation - DWI/DUI	704,700.00
Department of Transportation	172,500.00
Dept. of Consumer Regulatory Affairs-Nuisance	124,688.00
Dept. of Health Care Finance	37,813.00
Office of Zoning	177,686.00
Real Property Tax Appeals Commission	10,000.00
Office of Victims Services and Justice Grants	74,766.74
Executive Office of Mayor	1,154,772.00
Office of Risk Management	50,000.00
Department of General Services	192,977.00
<b>Total</b>	<b>2,699,902.74</b>
<b>FY 16 OAG Buyer (Services Purchased from Another Agency)</b>	<b>Transfer From Other Agencies</b>
Department of General Services	26,296.56
Executive Office of the Mayor	5,000.00
Council Dist. Of Columbia	50,577.52
Office of Administrative of Health	9,220.00
Department of Health	87,351.00
<b>Total</b>	<b>178,445.08</b>

Response to Question 8--  
Purchase Card Spending

Cardholder Name	FY'16 Spending Limit	FY'16 Total Expenditures	FY'17 Spending Limit	FY'17 Expenditures*
Allen, Joseph	\$20,250	\$17,954.94	\$15,000	\$2,875.49
Black, Paulette	\$64,331.82	\$64,331.82	\$40,000	\$14,707.36
Cox, Tiffany	\$10,000	\$6,026.68	\$25,000	\$8,846.86
Fields, Darlene	\$5,056.96	\$5,056.96	\$10,000	\$1,667.65
Hogan, Marjorie	N/A		\$65,000	\$2,027.04
Hungerford, Joan	\$10,000	\$9,585.09	\$10,000	\$6,441.15
Lovett, Candyce	\$42,901.92	\$42,901.92	\$65,000	\$34,246.68
Mitchell, Rebecca	\$10,000	\$5,610.18	N/A	
Payne, Shirley Yates	\$23,624.64	\$23,624.64	\$20,000	\$0.00
Pittman, Jonathan	\$20,000	\$19,175.85	\$20,000	\$17,535.85
Rivers, Gale	\$5,000	\$4,902.96	\$7,500	\$344.55
Roberts, Sherry		\$46,142.24		\$3,985.36
Williams, Tia		\$21,688.03		\$7,782.20
<i>(Share a spending limit) Total:</i>	<i>\$67,830.27</i>	<i>\$67,830.27</i>	<i>\$65,000</i>	<i>\$11,767.56</i>
Rock, Jimmy	\$10,000	\$8,313.88	N/A	
Sairi, Krishna	\$65,000	\$9,826.00	N/A	
Scott, Valerie	N/A	N/A	\$10,000	\$7,133.76
V'estres, Camille	N/A		\$10,000	\$ 2,038.02
Wilson, Richard	\$5,000	\$1,273.94	\$7,500	\$190.00
<i>Total Yearly Expenditures:</i>		\$286,415.13		\$109,824.97

\*As of 2/7/17

\*\* Tia Williams left the agency during FY-17. Her spending limit was transferred to Marjorie Hogan.

**Office of the Attorney General  
FY 16 and FY 17 Memoranda of Understandings (MOUs)**

**Response to Question 9--Memoranda of Understanding**

<b>FY 16 OAG Seller</b>	<b>Start</b>	<b>End</b>
Child and Family Services	10/01/15	09/30/16
Department of Corrections	10/01/15	09/30/16
Department of Employment Services	10/01/15	09/30/16
Department of Housing & Community Dev	10/01/15	09/30/16
Department of Human Services - Adult Protective Services	10/01/15	09/30/16
Department of Human Services - Welfare Fraud	10/01/15	09/30/16
Department of Transportation	10/01/15	09/30/16
Department of Transportation - DWI/DUI	10/01/15	09/30/16
Department of Transportation - TSRP	10/01/15	09/30/16
Dept. of Consumer Regulatory Affairs-Nuisance	10/01/15	09/30/16
Dept. of Consumer Regulatory Affairs-OPLA	10/01/15	09/30/16
Dept. of Health Care Finance	10/01/15	09/30/16
Office of City Administrator	10/01/15	09/30/16
Office of the Chief Financial Officer	10/01/15	09/30/16
Office of Tax and Revenue	10/01/15	09/30/16
Office of Zoning	10/01/15	09/30/16
Real Property Tax Appeals Commission	10/01/15	09/30/16
Tobacco Settlement Financing Corp	10/01/15	09/30/16

<b>FY 17 OAG Seller</b>	<b>Start</b>	<b>End</b>
Child and Family Services	10/01/16	09/30/17
Department of Employment Services	10/01/16	09/30/17
Department of Housing & Community Dev	10/01/16	09/30/17
Department of Human Services - Adult Protective Services	10/01/16	09/30/17
Department of Human Services - Welfare Fraud	10/01/16	09/30/17
Department of Transportation	10/01/16	09/30/17
Department of Transportation - DWI/DUI	10/01/16	09/30/17
Department of Transportation - TSRP	10/01/16	09/30/17
Dept. of Consumer Regulatory Affairs-Nuisance	10/01/16	09/30/17
Dept. of Consumer Regulatory Affairs-OPLA	10/01/16	09/30/17
Dept. of Health Care Finance	10/01/16	09/30/17
Office of Chief Financial Office	10/01/16	09/30/17
Office of Tax and Revenue	10/01/16	09/30/17
Office of Zoning	10/01/16	09/30/17
Real Property Tax Appeals Commission	10/01/16	09/30/17
Office of Victims Services and Justice Grants	10/01/16	09/30/17
Executive Office of Mayor	10/01/16	09/30/17
Office of Risk Management	10/01/16	09/30/17
Department of General Services	10/01/16	09/30/17

**Office of the Attorney General**  
**FY 16 and FY 17 Memoranda of Understandings (MOUs)**

<b>FY 16 Buyer</b>		
Department of General Services	10/01/15	09/30/16
Executive Office of the Mayor	10/01/15	09/30/16
Council Dist. Of Columbia	10/01/15	09/30/16
Office of the State of the Superintendent of Education	10/01/15	09/30/16

<b>FY 17 Buyer</b>		
Department of Health	10/01/16	09/30/17
Office of Administrative Hearings	10/01/16	09/30/17

**Attachment 11 - Response to Question 12**  
**FY 16 FY 17 Enhancement Requests**

Enhancement Requests

**FY 16**

**Consumer Protection and Community Outreach**

Enhancement Requested	Description	Cost	FTE	Received
Consumer Protection Enforcement Positions	Four attorneys and four investigator to investigate and litigate consumer	853,549	8	Partial (4)
Community Outreach Specialists	Five community outreach specialists to engage District residents	412,198	5	No
Civil and Administrative Appeals Attorney	One attorney to litigate civil and administrative appeals	128,303	1	No
Ruff Fellows	Four Ruff Fellows to provide legal representation	320,000	4	No
Consumer Protection Enforcement Litigation Support	Funding for litigation support	200,000	-	No
Discovery and Trial Prep Software	Funding for discovery and trial prep software	2,000,000	-	No
Mandatory Training	Funding to provide training to comply with Legal Service Act	210,000	-	No
Outreach Mobile App	Funding for Child Support outreach mobile app	100,000	-	No
Build Consumer Protection IT Infrastructure & Analytics	Funding to build IT infrastructure & analytics	566,700	-	No
Human Resources, Procurement, IT Staff	HR specialists, contract officer and IT specialists to effect independent authority	934,845	8	No
Increased Fixed Costs to Support Additional Staff	Funding for increased fixed costs for additional staff	553,491	-	No
<b>Total</b>		<b>6,279,086</b>	<b>26</b>	

Enhancement Requested	Description	Cost	FTE	Received
Affordable Housing Protection Attorneys and Staff	Four attorneys/one support staff to protect affordable housing	466,761	5	No
Affordable Housing Protection Litigation Support	Funding for litigation support	125,000	-	No
Build Affordable Housing Protection IT Infrastructure & Analytics	Funding to build IT infrastructure & analytics	56,670	-	No
Economic Development Housing Enforcement Lawyers	Four economic development lawyers	636,740	4	No
Economic Development Housing Enforcement Litigation Support	Funding for litigation support	15,000	-	No
Mandatory Training	Funding to provide training to comply with Legal Service Act	35,000	-	No
Increased Fixed Costs to Support Additional Staff	Funding for increased fixed costs for additional staff	191,594	-	
<b>Total</b>		<b>1,526,765</b>	<b>9</b>	

**Public Safety and Criminal Justice, Protecting Children and Families, and Juvenile Rehabilitation**

Enhancement Requested	Description	Cost	FTE	Received
Concealed Pistol Review Hearings Attorney	One attorney to provide legal advice for concealed pistol review hearings	108,581	1	Yes
Criminal & Juvenile Appeals Attorney	One attorney to litigate criminal and juvenile appeals	128,303	1	No
Community-Based Juvenile Rehabilitation Attorneys	Four community-based juvenile rehabilitation attorneys	434,324	4	Partial (1)
Truancy Reduction	One support staff to provide legal support for truancy reduction	59,960	1	No
MPD Body Camera Footage Review for Discovery	Four paralegals to review MPD body camera footage	237,840	4	No
Protecting Children and Families	Five attorneys to handle family services matters	476,564	5	No
Juvenile Competency Expert Witness/Hearing Transcripts	Funding for juvenile court transcripts and expert witnesses	53,500	-	No
Establish Fund to Assist Victims of Crimes	Funding to establish a crime victims' fund	50,000	-	No

**Attachment 11 - Response to Question 12**  
**FY 16 FY 17 Enhancement Requests**

Victim Travel	Funding for crime victims' travel	2,500	-	No
Required Information Technology System Upgrades	Funding to build IT infrastructure & analytics	107,800	-	No
Mandatory Training	Funding to provide training to comply with Legal Service Act	35,000	-	No
Increased Fixed Costs to Support Additional Staff	Funding for increased fixed costs for additional staff	340,610	-	No
<b>Total</b>		<b>2,034,982</b>	<b>16</b>	

**Protecting Taxpayers, Workers, and Enforcing Honest Government**

Enhancement Requested	Description	Cost	FTE	Received
Procurement Enforcement Staff	Six attorneys to provide enhanced procurement compliance	818,942	6	No
Procurement Enforcement Litigation Support	Funding for litigation support	534,000	-	No
Special Education Defense & Attorneys' Fees Reduction	One attorney to litigate special education cases	128,303	1	No
Land Use & Public Works Enforcement Attorney	One attorney to advise on land use and public works matters	128,303	1	No
Tax Recovery Litigation Attorney	One attorney to litigate tax matters	128,303	1	No
Employee Wage Protection & EEO/Labor Advice Litigation Staff	Attorneys and staff to litigate wage protection cases and advise on EEO matters	956,540	8	No
HIPAA Compliance	Technology upgrade to better manage HIPAA	128,303	1	No
Equitable Defense of District Programs & Policies	Two attorneys to defend District policies	194,768	2	No
Retention & Recruitment	Funding for parity increases and promotions to retain and recruit highly-qualified attorneys, managers and staff	1,841,085	-	No
Essential Supplies and Equipment	Funding for supplies and equipment	2,250	-	No
Implement Electronic Evaluation System	Funding for an electronic evaluation system	110,000	-	No
Strengthen Information Technology Infrastructure	Funding to improve IT infrastructure	764,500	-	No
Enforcing Civil Penalties for MPD, FEMS & BEGA	Four attorneys to litigate civil penalties cases	325,881	4	No
Mandatory Training	Funding to provide training to comply with Legal Service Act	70,000	-	No
Increased Fixed Costs to Support Additional Staff	Funding for increased fixed costs for additional staff	510,915	-	No
<b>Total</b>		<b>6,642,093</b>	<b>24</b>	

**FY 17**

**Consumer Protection and Community Outreach**

Enhancement Requested	Description	Cost	FTE	Received
Consumer Protection Investigator	One investigator to investigate consumer complaints	77,656	1	No
Community Outreach Specialists	Two community outreach specialists to engage District residents	151,311	2	No
Civil and Administrative Appeals Paralegal	One paralegal to provide litigation support	77,656	1	No
Human Resources, Procurement, IT Staff	Two HR specialists, one contract officer and one IT specialist to effect independent authority	742,636	4	No
Retention & Recruitment	Funding for parity increases and promotions to retain and recruit highly-qualified attorneys, managers and staff	2,008,942	0	Yes

**Attachment 11 - Response to Question 12**  
**FY 16 FY 17 Enhancement Requests**

Vehicles for Investigators	Funding to purchase additional vehicles for investigators to serve summonses and subpoenas	118,000	0	No
<b>Total</b>		<b>3,176,201</b>	<b>8</b>	

**Public Safety and Criminal Justice, Protecting Elders, Children and Families and Juvenile Rehabilitation**

Enhancement Requested	Description	Cost	FTE	Received
Criminal & Juvenile Appeals Attorney	One attorney to handle criminal and juvenile appeals	138,515	1	No
Restorative Justice Program Coordinator	One support staff to coordinate restorative justice for juveniles	90,357	1	No
Mental Health Attorneys	Two attorneys to handle mental health litigation	235,523	2	No
Body Camera Review Paralegals	Two paralegals to review MPD body camera footage	157,632	2	No
Elder Abuse Prevention Attorneys	Two attorneys to handle elder abuse litigation	235,523	2	No
Elder Abuse Prevention Paralegal	One paralegal to provide litigation support for elder abuse matters	77,656	1	Yes
<b>Total</b>		<b>935,206</b>	<b>9</b>	

**Protecting Taxpayers, Workers, and Enforcing Honest Government**

Enhancement Requested	Description	Cost	FTE	Received
Tax Attorneys	Two attorneys to litigate tax matters	277,030	2	Yes
Tax Paralegal	One paralegal to provide litigation support for tax matters	77,656	1	No
Land Use/Public Works Attorney	One attorney to advise on land use and public works matters	138,515	1	No
Legal Counsel Attorney	.5 FTE to convert part-time attorney to full-time to provide legal advice	41,293	0.2	No
HIPAA Attorney	One attorney to advise on HIPAA	117,761	1	No
HIPAA Compliance Technology Upgrade	Technology upgrade to better manage HIPAA	200,000	0	No
HIPAA Compliance Software	Technology upgrade to better manage HIPAA	125,000	0	No
Anti-Wage Theft Attorneys	Two attorneys to litigate wage theft matters	235,523	2	No
Anti-Wage Theft Investigators	Two investigators to investigate wage theft matters	155,311	2	No
Student Residency Fraud Investigator	One investigator to investigate student residency fraud	95,256	1	No
Government Contracts Paralegal	One paralegal to provide litigation support for contract matters	77,656	1	No
Civil Litigation Defense Attorneys	Three attorneys to defend civil litigation	415,546	3	No
Civil Litigation Defense Paralegals	Three paralegals to provide litigation support in defensive civil litigation	229,467	3	No
<b>Total</b>		<b>2,186,014</b>	<b>17.2</b>	

## CLD Pending Cases as of: 2/6/2017

[(Area of law contains 'Labor and Employment', 'Civil Litigation Defensive') and (Client Sort contains 'Office of the attorney', 'OAG', 'Attorney General', 'O.A.G.', 'O.A.G') and Status <>'Closed' and matter ID <> '495105']

Matter ID	Matter Description	Opened Date	Matter Category	OAG Division	Assigned Professionals
372200	Johnson, Nancy v. DC, 12-6045 - Former Child Support Division supervisor claims she was terminated because of her race - Whistleblower Protection Act - WPA	7/30/2012	Miscellaneous Cause of Action	Civil Litigation Division	Michael K. Addo William J. Chang David Jackson Chad Copeland
411228	Massaquoi, Nathaniel V. III v. DC, et al - 13-2014 (D.D.C.) Employment discrimination case against OAG.	1/14/2014	Employment	Civil Litigation Division	Bobby D. Gboyor Sarah L. Knapp Lindsay M. Neinast Jonathan H. Pittman
430920	Doughty, Jacqueline v. DC, 14-5424 (SC) - Claim of retaliation for protected disclosures regarding anti-gay bias by a CSSD supervisor.	9/4/2014	Discrimination	Civil Litigation Division	Michael K. Addo Jonathan H. Pittman Bobby D. Gboyor Martha J. Mullen
439401	Chambers, Mary E. v. OAG (1:14cv2032)- Employment discrimination under Title VII and ADA	12/5/2014		Civil Litigation Division	Darrell Chambers David Jackson Michael K. Addo
441345	Fields, Delores v. Office of the Attorney General, OEA Matter No. 1601-0023-15	1/5/2015	Termination Appeal	Personnel, Labor and Employment Division	Andrea G. Comentale Rahsaan J. Dickerson
491510	George, Rachel v. Office of the Attorney General, OEA Matter No. 1601-0050-16	9/20/2016	Termination Appeal	Personnel, Labor and Employment Division	Andrea G. Comentale Frank McDougald
493127	Fields, Delores v. Office of the Attorney General, AAA Case Number 01-15-0002-7859 AVH	10/5/2016	Termination Appeal	Personnel, Labor and Employment Division	Rahsaan J. Dickerson Andrea G. Comentale

**Total Open Cases: 7**



# Attachment 13—Response to Questions 20 & 21

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## **FY 2016 PERFORMANCE PLAN Office of the Attorney General**

### **MISSION**

The Office of the Attorney General (OAG) is the chief legal office of the District of Columbia. OAG is charged with enforcing the laws of the District in a manner that is in the public's interest. OAG's mission is to provide the District government with the highest level of legal advice and service, and to represent the District's interest in court.

### **SUMMARY OF SERVICES**

OAG is responsible for conducting the District's legal business in a manner that is in the public interest. OAG represents the District in virtually all civil litigation, prosecutes juvenile and certain criminal offenses on the District's behalf, and represents the District in a variety of administrative hearings and other proceedings. OAG reviews legislation, regulations, land dispositions, and contracts for legal sufficiency to ensure the legal soundness of the government's actions. OAG provides legal and litigation support in procurement, tax and finance, bankruptcy, land use, and public works. OAG also takes legal action to protect children, seniors, developmentally disabled adults, and other vulnerable populations and promotes the interests of residents, consumers, and taxpayers. In addition, OAG is responsible for advising the Executive Office of the Mayor, the Council of the District of Columbia, the District of Columbia Courts, and various Boards and Commissions. Significantly, as the chief legal officer of the District of Columbia, opinions of the Attorney General on legal questions have the force of law, unless overruled by a court or legislatively by the District of Columbia Council. All told, the Attorney General supervises the legal work of about 277 attorneys and an additional 314 administrative/professional staff.

### **PERFORMANCE PLAN DIVISIONS AND OFFICES**

- Agency Management
- Child Support Services Division
- Civil Litigation Division
- Commercial Division
- Family Services Division
- Legal Counsel Division
- Office of Community Outreach
- Office of Consumer Protection
- Office of the Solicitor General
- Personnel, Labor and Employment Division
- Public Interest Division
- Public Safety Division
- Support Services Division

## Attachment 13—Response to Questions 20 & 21

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### *Agency Management*

#### **SUMMARY OF SERVICES**

The front office sets the direction for the Office of the Attorney General. This includes ensuring that the office provides high quality legal services as well as setting policy priorities that the OAG will pursue.

**OBJECTIVE: To build the nation’s premier public law office.**

#### **INITIATIVE 1: Attract, retain, and develop a high quality and diverse talent pool.**

A top-flight law office requires top-flight talent. To attract talent, the office will create a recruitment committee that will ensure outreach to a broader pool of potential applicants. To develop talent, the office will implement training opportunities for its attorneys and staff, including: orientation training for Ruff fellows; cross-training on skills among divisions; support for offsite training; speakers such as judges who can talk about skills development; and professional enhancement events. To retain talent, the office will develop a detail or rotation program within the agency to offer attorneys a broad range of professional experiences, and the office will review and refine its promotions policy. This initiative will be considered successful if OAG creates a recruitment committee, conducts at least six trainings, develops a detail or rotation program, and refines its promotions policy by September 30, 2016.

#### **INITIATIVE 2: Reorganize the agency to carry out its goals more efficiently.**

OAG will realign certain sections within the agency to ensure that its divisions have coherent missions and that sections with synergistic missions fall within the same reporting structure. This initiative will be considered successful if one office reorganization is complete by September 30, 2016.

#### **INITIATIVE 3: Improve the delivery of quality legal services to the agency’s clients.**

OAG is committed to creating a client-centered approach to its legal practice. OAG leadership will develop a practice of meeting annually with the leadership of each of the agencies OAG serves to ascertain the agencies’ legal needs and deliver excellent services. These high-level meetings will include review of major issues with, for example, litigation, contracts, and procurement to help agencies improve compliance and mitigate future risk. The meetings will also ensure that OAG understands any ongoing concerns on the part of its clients and modifies its legal services to better suit their needs. This initiative will be considered successful if, by September 30, 2016, OAG meets with at least five agencies regarding major issues and creates a schedule for further meetings with those agencies.

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### **INITIATIVE 4: Modernize the infrastructure of the agency.**

OAG will improve the technology infrastructure of the Agency with regard to three key areas: (1) e-discovery; (2) case management; and (3) document management.

First, OAG will transition to the use of Relativity, a web-based e-discovery software for managing large volumes of electronic evidence during litigation or investigations. The use of Relativity will allow the Agency to take advantage of the software's advanced workflow, organization, and review functionality.

Second, OAG will upgrade or replace its case management system. Currently, OAG uses ProLaw for case management, case initiation, docketing, calendaring, and limited document assembly and management. OAG's goal is to implement a more robust case management system that would seamlessly integrate with the document management system.

Third, OAG will acquire a case-centric document management system. The system will store, share, retrieve, and secure all electronic documents, including, but not limited to, emails, Word documents, spreadsheets, PowerPoint presentations, and electronic images of documents. The system will manage agency staff work product as well as documents received by attorneys in connection with specific cases.

This initiative will be considered successful if OAG completes migration to the Relativity platform, procures an upgraded case management system, and acquires document management system software by September 30, 2016.

### ***Child Support Services Division***

#### **SUMMARY OF SERVICES**

The Child Support Services Division (CSSD) assists families in the District with locating absent parents, establishing paternity, establishing orders for monetary and medical support, collecting ongoing support, and enforcing delinquent child-support orders.

**OBJECTIVE: Ensure that District children receive the financial support to which they are legally entitled.**

### **INITIATIVE 1: Increase collections through innovative enforcement tools.**

The District of Columbia, like other jurisdictions across the country, has been battling stagnant child support collections in recent years. Although the economy has been recovering, collections have lagged as low-income individuals navigate a difficult job market. CSSD will tackle this challenge by creating a specialized unit that will use innovative methods and a multi-pronged approach to increase collections. CSSD will use the national Child Support Lien Network to collect child support payments on cases in

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arrears from insurance and worker's compensation settlements. CSSD will enter agreements with District-based banks to collect outstanding child support from the banks' account holders. CSSD will use a variety of intervention techniques designed to encourage non-custodial parents to make their first child support payments prior to the commencement of wage withholding. This initiative will be successful if, by September 30, 2016, CSSD creates a specialized unit to address these issues.

### **INITIATIVE 2: Improve accuracy of financial obligation records.**

Currently, child support orders issued by Superior Court judges are handwritten. CSSD staff inputs information from these orders into an electronic case management system to create records of non-custodial parents' financial obligations. However, because these forms are handwritten, they can be difficult to decipher and may result in inaccurate information being entered into CSSD's electronic system. CSSD will work with the Superior Court to develop an electronic form that judges can fill out when issuing orders. The typewritten information in these electronic orders will be easier for CSSD staff to read and will result in reduced human error when entering the information into CSSD's electronic system. This initiative will be considered successful if CSSD submits a proposed form for Superior Court judges to use when issuing child support orders by September 30, 2016.

### **INITIATIVE 3: Increase the self-sufficiency of non-custodial parents by implementing the Alternative Solutions Center at the D.C. Superior Court.**

OAG is committed to supporting all parents who need services in order to put themselves in the best position to provide for their children. The Alternative Solutions Center is a program that CSSD developed to help non-custodial parents who want to pay child support obtain employment so that they can support their families. CSSD has entered into agreements with non-profit and community-based organizations in the District that provide employment services to accept referrals from CSSD. In FY 2016, CSSD would like to make this program available at the Superior Court of the District of Columbia so that judges may refer non-custodial parents to the Alternative Solutions Center. In addition, CSSD will seek to hire two job developers to work with the Superior Court, community-based organizations, the Department of Employment Services, and CSSD customers. These job developers will connect non-custodial parents to the services available at One Judiciary Square. This initiative will be successful if the Court is referring parents to the Alternative Solutions Center by September 30, 2016.

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### KEY PERFORMANCE INDICATORS – Child Support Services Division

Measure	FY 2016 Target
Number of individuals enrolled in the Alternative Solutions Center	149
Collections on Arrears	57%

#### *Civil Litigation Division*

#### SUMMARY OF SERVICES

The Civil Litigation Division represents the District, its agencies, and its employees in civil actions brought in the Superior Court of the District of Columbia and the United States District Court for the District of Columbia.

**OBJECTIVE: Provide counsel to the District, its agencies, and its employees, including defending them in civil actions.**

#### **INITIATIVE 1: Reduce special education fee litigation through an informal pre-filing mediation program.**

In FY 2016, the Civil Litigation Division (CLD) will develop an informal mediation program with District of Columbia Public Schools (DCPS) and the District's special education bar. In the special education cases in which a plaintiff has prevailed in a Hearing Officer Decision and is entitled to attorney's fees, if the plaintiff is unable to resolve the fee at the agency level, the fee dispute can be mediated at OAG prior to the filing of a formal complaint or immediately after a civil suit is filed. This approach should substantially reduce the number of special education cases filed solely for fees in which plaintiff is willing to accept compensation at three-fourths of the USAO Laffey matrix rate. This initiative will be successful if, during the fiscal year, one-third of all fee disputes submitted to mediation in which plaintiff is willing to accept three-fourths of the USAO Laffey matrix rate are successfully mediated.

#### **INITIATIVE 2: Develop a regular monthly mediation day for small claims cases and a People's Community Court program for small claims and minor tort cases.**

During FY 2016, CLD will develop a monthly mediation day for small-claims cases in which plaintiffs may present their cases in mediation at OAG. In addition, CLD will develop a People's Community Court in which a retired judge or attorney will be asked to preside over cases in which individuals are suing the District for property damage or minor personal injury. The ceiling on the award would be \$10,000, and the judge's

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decision would be binding on both the plaintiff and the District. The initiative will be successful if, in the fourth quarter of FY 2016, at least 25 percent of all small claims cases are heard in mediation and at least six cases in which both sides consent to this program are heard in the People's Community Court.

### **INITIATIVE 3: Conduct an early case evaluation for cases involving a claim for attorneys' fees.**

In civil litigation cases that request attorneys' fees (generally cases alleging constitutional violations or employment discrimination claims), CLD will conduct an early evaluation of the case, before discovery commences, to determine if early settlement is appropriate. The initiative will be successful if, beginning in the third quarter of FY 2016, the office extends settlement offers in one third of all fee-shifting cases filed in the previous quarter of the fiscal year that are not subject to a dispositive motion.

### **KEY PERFORMANCE INDICATORS – Civil Litigation Division**

Measure	FY 2016 Target
Number of civil litigation cases closed	400
Number of special education cases closed	50

### ***Commercial Division***

#### **SUMMARY OF SERVICES**

The Commercial Division provides legal services and advice for many core governmental functions, from the procurement of goods and services and acquisition of real estate through support of economic development projects and government property management, to the financing of government operations through the issuance of bonds, collection of taxes, and collection of debts from individuals and entities in bankruptcy. The Division also determines the legal sufficiency of major contracts and land dispositions.

**OBJECTIVE: Provide legal support to District agencies to maximize and protect the District's commercial assets.**

### **INITIATIVE 1: Provide legal advice to the Industrial Revenue Bond–Enterprise Zone (IRB) Program to ensure the legal sufficiency of the IRB application.**

During FY 2016, the Commercial Division will provide consistent oversight and top-notch legal advice to the IRB Program in its updating of the application form for

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revenue bond financings required to be submitted by charter schools, hospitals, colleges, universities, trade associations, and other eligible applicants that seek District revenue bond financing. This oversight and advice will ensure that the application form continues to comply with applicable statutes, rules, regulations, and policies, and is legally sufficient. This initiative will be considered successful if reviews of the legal sufficiency of the revised IRB bond application form are accomplished at least once every quarter during FY 2016.

**INITIATIVE 2: Ensure that in tax cases, other than real property assessment appeals and tax sale foreclosure lawsuits, all dispositive motions and all discovery minimally needed for trial shall be completed within 12 months of commencement of each case.**

During FY 2016, except for real property tax assessment appeals and tax sale foreclosure lawsuits, within 12 months of the commencement of a petition in the Tax Division, the Commercial Division shall finalize its litigation strategy in lawsuits that challenge the District's denial of tax exemption or otherwise seek a refund of taxes. This initiative will be considered successful if 75% of the suits that challenge the District's denial of tax exemption or otherwise seek a refund of taxes have pending court rulings on dispositive motions or have discovery in preparation for trial substantially accomplished within 12 months of the filing of the suit.

**INITIATIVE 3: Develop quantitative profiles of new and pending trial track cases in order to increase taxes retained in the General Fund from tax refund lawsuits from 92% to 95%.**

During FY 2016, to improve the reliability of the information the Tax and Finance Section uses to negotiate and prosecute the resolution of tax refund cases, the Commercial Division will develop quantitative profiles from the data it receives from the 545 new tax cases that were commenced in the two week period preceding October 1, 2015, and from the 200 trial track and other cases that remain unresolved. This initiative will be considered successful if 95% or more of the collected taxes from the resolved cases are retained for public use in the District's General Fund.

**INITIATIVE 4: Provide training to District procurement staff on recent changes in procurement law.**

During FY 2016, the Commercial Division will facilitate at least one training each quarter for District procurement personnel on recent changes in procurement law and recent developments in case law. Training shall be via guidance memoranda or small group presentations to agency procurement staff. This initiative will be considered successful if the Commercial Division facilitates four training sessions during FY 2016.



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### **INITIATIVE 5: Update internal guidance regarding legal sufficiency reviews of contracts and solicitations over \$1 million.**

During FY 2016, the Commercial Division will update its internal guidance manual on policies and procedures for providing legal sufficiency reviews of contacts and solicitations in excess of \$1 million. This initiative will be considered successful if the internal guidance manual has been fully updated by September 30, 2016, to reflect current statutes, regulations, policies, and judicial interpretations that relate to the legal sufficiency reviews required of contracts and solicitations in excess of \$1 million.

### **INITIATIVE 6: Increase defense of real property tax assessments.**

During FY 2016, the Commercial Division will increase the intensity of its defense of real property tax assessments in court by utilizing to the fullest extent possible the two temporary attorneys hired in FY 2015, whose tenure will expire at the end of FY 2016. By using these resources, the Commercial Division will ensure that District revenue losses incident to settling (rather than litigating) marginally meritorious real property tax assessment lawsuits can be eliminated. Each additional trial attorney increases lawsuit savings from at least \$6 to \$10 million annually. The financial incentives to property owners of filing marginally meritorious lawsuits can be eliminated by requiring petitioners to factor in the cost of losing such lawsuits when the Commercial Division is fully staffed and prepared to defend the District's tax assessments vigorously. This initiative will be considered successful if, by September 30, 2016, the tax revenues retained as a result of the two additional attorneys are in excess of their salaries and benefits.

### **KEY PERFORMANCE INDICATORS — Commercial Division**

Measure	FY 2016 Target
Percent of Legal Sufficiency reviews performed by Land Use and Public Works Section completed timely	85%
Number of litigation successes by the Tax and Finance Section per FTE	35
Percent of litigation success by the Land Acquisition and Bankruptcy Section	95%
Percent of Procurement Section non-emergency procurement reviews completed within 60 days	95%



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### *Family Services Division*

#### **SUMMARY OF SERVICES**

The Family Services Division (FSD) works on behalf of the District's most vulnerable residents: abused and neglected children. The Division prosecutes civil child abuse and neglect cases and represents the Child and Family Services Agency in all stages of permanency planning, including proceeding to terminate parental rights when necessary.

**OBJECTIVE: Provide counsel to Child and Family Services Agency on child abuse and neglect cases, including representing them in Family Court.**

**INITIATIVE 1: Increase collaboration between the Family Division and the Public Safety Division to improve coordination on dual-jacketed (neglect/juvenile) cases.**

The Family Services Division will collaborate with Department of Youth Rehabilitation Services and the Public Safety Division on dual-jacketed cases (neglect/juvenile) to improve coordination in the provision of services and resolution of court matters. Collaboration between FSD and the Public Safety Division was initiated on September 29, 2015, when CPS met with the Juvenile Section, Court Social Services, the Department of Behavioral Health, and the Child and Family Services Agency. An action plan is being created that will begin with identifying target cases. FSD will further develop a plan for how to improve coordination on the identified cases. As part of the effort to improve coordination, FSD will have two attorneys detailed to the Public Safety Division's Juvenile Section. This initiative will be considered successful if an action plan and guidelines have been developed and implemented by September 30, 2016.

**INITIATIVE 2: Partner with the Office of the State Superintendent of Education (OSSE) to provide Mandatory Reporting Training to District educators and staff.**

FSD will partner with OSSE to conduct Mandatory Reporting Training on a regular schedule to improve abuse and neglect reporting. This partnership has been established, and FSD is in close communication with OSSE, which advertises each Mandatory Reporting Training and provides the venue. This initiative will be considered successful if at least four Mandatory Reporting Trainings are held in FY 2016.

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### KEY PERFORMANCE INDICATORS — Family Services Division

Measure	FY 2016 Target
% of favorable resolution in all cases which reach adjudication in the division.	96%
% of children whose first permanency hearing is held within 12 months of the child's entry into foster care.	93.25%
% of cases filed for termination of parental rights by the Child Protection Sections within 45 days of the child's goal becoming adoption.	93%

#### *Legal Counsel Division*

#### **SUMMARY OF SERVICES**

The Legal Counsel Division (LCD) provides legal research and advice to the Attorney General, the Executive Office of the Mayor (EOM), District agencies, and the Council of the District of Columbia. In addition, the Legal Counsel Division determines the legal sufficiency of legislation, rulemakings, Mayor's Orders, inter-agency MOUs, and assists with drafting statutes and regulations for the EOM, OAG, and District agencies. The Division also prepares formal opinions, legal memoranda, legal advice letters, and Office Orders for the Attorney General and serves as an attorney-advisor to the Advisory Neighborhood Commissions.

**OBJECTIVE: Provide high quality legal advice to the Mayor, District agencies, and the Council about proposed legislation and governmental action.**

#### **INITIATIVE 1: Provide training to government attorneys and policy makers on District Charter issues and appropriations law.**

LCD has received requests from within OAG and from EOM for trainings on the District's Charter and appropriations laws. In order to promote good communication between agency counsel and OAG and to better protect the public fisc by promoting legal action from the inception of agency initiatives, LCD will conduct trainings on each of these subjects. The training on the District Charter will include such subjects as the authority the Charter grants to the District's tri-partite government, separation of powers, Charter requirements relating to contracts and re-programmings, issues involving expenditure of local and federal funds, and recurring issues. An appropriations training would include an overview of appropriations law, including law governing whether

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specific uses of government funds are allowable, and the restrictions imposed by the anti-deficiency laws. This initiative will be considered successful if, by the end of the fiscal year, 40 District attorneys, officials, and employees have completed either the District Charter or the appropriations training.

### **INITIATIVE 2: Create a process for publishing the Division’s guidance to ANCs.**

LCD frequently provides advice to individual Advisory Neighborhood Commissions (ANCs) or ANC Commissioners. This advice is often on subjects that are relevant and helpful to other ANCs. LCD will work to ensure that its letters to ANCs and ANC Commissioners are included on the OAG website within 30 days of their issuance and that prior letters are readily accessible on OAG’s website. This initiative will be considered successful if, by the end of the fiscal year, 95% of ANC guidance deemed appropriate for publication are made available within that time frame.

### **KEY PERFORMANCE INDICATORS, Legal Counsel Division**

Measure	FY 2016 Target
# of attorneys or policymakers completing District Charter or appropriations training	50
% formal written ethics responses completed by deadline given by client agency, or within 30 days if no deadline given	95%

### ***Office of Community Outreach***

#### **SUMMARY OF SERVICES**

The Office of Community Outreach (OCO) establishes a community presence for OAG in order to educate residents on what OAG does and present the agency as a resource to address residents’ concerns. OCO participates in community meetings, spearheads its own events, and produces materials for distribution to inform, educate, and listen to resident concerns.

**OBJECTIVE: Engage with District residents to gain a first-hand account of the issues that impact them and to inform them of what OAG is doing and can do on their behalf.**

### **INITIATIVE 1: Develop a system to track community inquiries.**

To track community inquiries, the Office of Community Outreach will create a system where such inquiries are entered into a computer form that contains pertinent

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information, such as the resident's name and contact information, a summary of the situation, who in Community Outreach is handling the situation, a summary of how the matter was or is being resolved, and whether the matter has reached a conclusion. This initiative will be considered successful if 100% of all inquiries directed at OCO are appropriately tracked.

### **INITIATIVE 2: Conduct legal training for ANCs to better ensure legal compliance.**

Advisory Neighborhood Commissioners have requested training on the legal and ethical parameters of their positions. To that end, in FY 2016 the Office of Community Outreach will institute bi-annual trainings for ANC commissioners. These trainings will educate ANCs on many of the legal issues relevant to their unique office, including OAG representation, the legal protection of ANCs, ethical guidance for ANCs, laws regarding ANC grants, and the Freedom of Information Act (FOIA) issues. These trainings will take place every other fall following the bi-annual ANC elections in order to give new Commissioners a chance to gain some experience and increase their ability to actively participate in the training. This initiative will be considered successful if OCO conducts its first training in the first quarter of FY 2016.

### **KEY PERFORMANCE INDICATORS, Office of Community Outreach**

Measure	FY 2016 Target
% of community inquiries tracked	100%
# of ANC legal trainings	1

### ***Office of Consumer Protection***

#### **SUMMARY OF SERVICES**

The Office of Consumer Protection (OCP) investigates and brings actions to stop unlawful trade practices and to obtain monetary relief, including restitution, damages, and penalties. OCP brings investigations locally and through multi-state actions with other states and federal agencies. Although OCP does not represent individual consumers, it helps consumers and merchants to resolve their disputes through mediation. OCP also performs public education in-person and through electronic and print consumer-education pieces. OCP also will assist other OAG units or divisions in connection with legislative efforts, comment letters, and amicus briefs that impact consumers.

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**OBJECTIVE: Protect the District’s consumers through enforcement of and education about their legal rights.**

**INITIATIVE 1: Investigate debt collection agencies and bring appropriate action concerning unfair practices.**

OCP will work to protect consumers who are being harmed financially through aggressive debt collectors, mortgage modification and foreclosure scams, and other debt-relief scams. OCP will commence new enforcement investigations to help protect consumers from these scams locally and through multi-state investigations. OCP will also increase awareness among consumers of the OCP’s ability to mediate complaints so that it can resolve consumer complaints against debt collectors and debt relief agencies and be more aware of patterns or practices from businesses that may be harming consumers. Additionally, OCP will conduct outreach to educate consumers regarding steps to protect themselves and to raise awareness of OCP. This initiative will be considered successful if OCP commences at least two enforcement cases against debt collectors who are harming District consumers.

**INITIATIVE 2: Develop a library of materials to educate consumers about scams like reverse mortgages and unfair debt collection practices.**

OCP is working to develop a library of consumer-education materials that will be available online and in print to consumers. Subjects include online privacy, how to avoid telemarketing scams, how to avoid harassing debt-collection calls, and the facts about reverse mortgages. This initiative will be considered successful if OCP completes at least six of these pieces this fiscal year.

**INITIATIVE 3: Implement online safety program for children in District schools.**

The Office of Attorney General is partnering with NetSmartz, an interactive, educational safety resource developed by the National Center for Missing and Exploited Children (NCMEC). Using materials developed by the NetSmartz Workshop, OCP will schedule assemblies with grade school students and training sessions with teachers seeking to raise awareness of children and teens regarding online safety and cyberbullying. This initiative will be successful if OCP distributes NetSmartz and raises awareness of online safety issues in at least two District public schools before the end of the fiscal year.

**INITIATIVE 4: Conduct direct outreach to seniors on how to protect themselves from scams and other unfair practices.**

Attorneys and investigators from OCP will present at community outreach events and nursing homes in order to educate seniors about their rights as consumers and about how to avoid common scams. These efforts are designed to help seniors protect themselves, raise awareness of OCP so that seniors can file complaints with OCP, and raise OCP’s awareness of scams that may be affecting them. OCP is also reaching out to other consumer advocates (AARP, DCRA, BBB, CFPB, *etc.*) to build relationships with these

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offices and to improve communications. This initiative will be considered successful if OCP conducts at least six presentations to senior groups or consumer groups that focus directly or indirectly on assisting seniors and successfully develops education materials.

### **KEY PERFORMANCE INDICATORS, Office of Consumer Protection**

In FY 2015, OCP received 1,017 complaints from consumers and saved consumers \$142,446.95. Through increased outreach and public awareness, OCP plans to increase the number of complaints it receives from consumers in FY 2016, as well as the amount of consumer savings.

Measure	FY 2016 Target
# of new consumer education pieces developed	6
# of community outreach events	10
# of new multi-state investigations	3
# of new local investigations during FY 16	5

### *Office of the Solicitor General*

#### **SUMMARY OF SERVICES**

The Office of the Solicitor General (OSG) manages the District's civil and criminal appellate litigation and practices most frequently before the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the Supreme Court of the United States. The docket includes appeals in a wide variety of civil, family, criminal, juvenile, tax, and administrative cases from trial courts and petitions for review from District agencies.

**OBJECTIVE: Handle all litigation in the appellate courts, determine when to participate in appellate litigation as amicus, and work with attorneys in all Divisions to strengthen our litigating positions from the beginning of significant cases likely to result in appellate litigation.**

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### **INITIATIVE 1: Provide training to OAG attorneys on important issues and cases impacting their work.**

OSG will issue a monthly bulletin summarizing recent cases from the U.S. Supreme Court, D.C. Circuit, and D.C. Court of Appeals on issues that affect OAG in civil cases, as well as distribute case summaries from the U.S. Attorney's Office in criminal cases on receipt. In addition, OSG will notify trial divisions on an *ad hoc* basis of significant cases deserving special attention. Its experienced attorneys will also conduct trainings for OAG attorneys about important cases or topics impacting their work. One training was conducted in January 2016 to teach the incoming Ruff Fellows about oral advocacy. Another is scheduled for May 2016, in which OSG attorneys will teach an OAG-wide course on recent developments in the appellate courts. This initiative will be successful if OSG sends the monthly bulletin, as well as conducts at least two trainings for OAG attorneys during the fiscal year.

### **INITIATIVE 2: Formalize a program for trial attorneys to seek advice in the early stages of litigation.**

In addition to conducting appellate litigation, OSG provides advice to attorneys in the trial divisions. Its Criminal and Juvenile Appeals Section, for instance, annually reviews hundreds of filings for the Public Safety Division, and its Civil and Administrative Appeals Section frequently reviews and in some instances drafts filings in major cases. Both sections also have an open-door policy that trial attorneys use daily to call, email, or stop by to discuss cases.

This program of providing advice should be formalized to ensure that, in significant cases in which OSG's assistance could be useful, opportunities for coordination are not forgone. OSG accordingly will regularly email the deputies of the litigating divisions to remind them of the advisability of coordinating with it on such cases and ask whether dispositive motions or other key strategic decisions are imminent so that there can be discussion.

The initiative will be successful if OSG conducts this outreach to the deputies of the litigating divisions at least quarterly and reviews dispositive motions or otherwise engages in substantive discussions in at least six significant cases.

### **INITIATIVE 3: Make briefs written by OSG available to all attorneys within OAG.**

In anticipation of a time when every OAG attorney's computer will have direct access to a shared, searchable database, OSG has been saving its briefs and substantive motions in non-sealed cases on a divisional drive. In addition, OSG has procured from the U.S. Attorney's Office many of its filed briefs in criminal cases. It is anticipated that OAG will soon acquire the Relativity platform, which will allow for the development of a searchable database with this accumulated knowledge. This initiative will be successful if OSG provides its data folders with hundreds of briefs and substantive motions to the

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staff administering the Relativity platform so that they can be uploaded, and otherwise is available to assist as necessary in making a searchable database.

### **KEY PERFORMANCE INDICATORS, Office of the Solicitor General**

<b>Measure</b>	<b>FY 2016 Target</b>
Percentage of defensive appeals won by the Civil and Administrative Appeals Section	92%
Percentage of defensive appeals won by the Criminal and Juvenile Appeals Section.	91.5%

#### ***Personnel, Labor and Employment Division***

##### **SUMMARY OF SERVICES**

The Personnel, Labor and Employment Division defends agencies in personnel-related matters such as suspensions, terminations for employee misconduct, and reductions in force. The Division also provides training and professional development for all OAG employees in order to more effectively fulfill OAG's mission; hires and maintains excellent and diverse staff through on campus interviews, interviews at job fairs, and traditional applications; ensures fairness and diversity in the workplace; processes all discipline grievances; and serves as OAG's chief negotiator on collective bargaining issues for the attorney's union.

**OBJECTIVE: Defend and advise the District and its agencies in personnel matters and serve as OAG's labor counsel.**

##### **INITIATIVE 1: Reduce the cost of administrative litigation.**

This initiative will improve risk management and reduce the cost of administrative personnel litigation by decreasing the processing time for cases, thereby saving the client dollars in terms of monetary payouts and staff time. The Personnel Labor Relations Section (PLRS) will research the areas most litigated and provide four training sessions per fiscal year to client agencies on how to appropriately document the business justification for employment actions. To gauge customer satisfaction, PLRS will conduct surveys and other outreach to clients. This initiative will be considered successful if, at the end of the fiscal year, PLRS has provided four training sessions to client agencies.



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### **INITIATIVE 2: Conduct early review of personnel cases.**

PLRS will develop a process to provide early review of personnel cases to determine if early settlement is appropriate in order to reduce potential litigation costs to agency clients. PLRS will accomplish this goal by providing agencies with settlement recommendations at an early stage in litigation. This initiative will be considered successful if PLRS provides at least four early settlement recommendations per attorney to agency clients in FY 2016.

### **KEY PERFORMANCE INDICATORS, Personnel Labor & Employment Division**

Measure	FY 2016 Target
# of interns assisting attorneys and staff on an annual basis	205
# of in-house training hours offered per legal FTE	14

### ***Public Interest Division***

#### **SUMMARY OF SERVICES**

The Public Interest Division initiates litigation to collect debts owed the District of Columbia, brings cases to protect the rights of District taxpayers and residents, and defends equitable law suits alleging constitutional violations, including challenges to agency regulations, practices and procedures.

**OBJECTIVE: Represent the District's interests, affirmatively and defensively, in civil matters.**

### **INITIATIVE 1: Improve oversight of nonprofit corporations.**

The Public Integrity Unit will develop, either independently or in cooperation with another District agency, a process for reviewing public filings made by District of Columbia nonprofit corporations and criteria for when such corporations will be investigated pursuant to the Attorney General's authority under the Nonprofit Corporation Act. This initiative will be considered successful if systematic review of nonprofit corporations' public filings results in three follow-up investigations by the Public Integrity Unit between July 1 and September 30, 2016.

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### **INITIATIVE 2: Increase the amount of monies recovered from individuals unlawfully receiving unemployment compensation benefits.**

To continue its mission of protecting the public and collecting monies owed to the District of Columbia, the Civil Enforcement Section (CES) will seek to increase the amount of monies it recovers from individuals who unlawfully receive unemployment benefits from the District Department of Employment Services Unemployment Compensation Program. In FY 2015, CES recovered approximately \$124,361.26 in unlawfully obtained unemployment benefits. This initiative will be considered successful if CES increases this amount by five percent.

### **INITIATIVE 3: Increase collaboration and exchange of information among attorneys and staff.**

Experienced attorneys and professional staff in the Equity Section will provide substantive training sessions to Equity Section attorneys and paralegals on legal and procedural issues unique to the work of the Division. Such training will increase the working knowledge of the Division's attorneys and professional staff while enabling the Division to better serve our clients and District residents. This initiative will be considered successful if the Equity Section presents and participates in four training sessions in FY 2016.

### **INITIATIVE 4: Assess matters pending more than three years before the Contract Appeals Board.**

The Government Contracts Section will review cases that have been pending at the Contract Appeals Board (CAB) for over three years to determine whether strategy and tactics should be modified. This will enable attorneys to update the oldest pending cases at the CAB and to ensure that the best legal strategy is implemented for these matters in order to achieve the best results for the District. This initiative will be considered successful if review of 75% of the Section's cases pending before the CAB for three years or longer is completed in FY 2016.

### **KEY PERFORMANCE INDICATORS, Public Interest Division**

Measure	FY 2016 Target
Dollar amount collected by the Public Advocacy Section excluding Tobacco Settlement	4,350,000
Number of Closed Cases in the Equity Section	46
Dollar amount collected by the Civil Enforcement Section per Attorney FTE	540,000

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### *Public Safety Division*

#### **SUMMARY OF SERVICES**

The Public Safety Division (PSD) initiates legal claims (both criminal and civil) to protect the public and seek restitution with regard to a diverse array of public safety issues. The Division prosecutes all juvenile offenses and certain misdemeanor adult offenses, represents survivors of domestic violence in securing protection orders and monitoring compliance with such orders, represents the District's interests in providing appropriate mental health services to those mental health consumers who are a danger to themselves or to the community, and protects neighborhoods through the prosecution of various nuisance property offenses.

**OBJECTIVE: Promoting public safety by earnestly and vigorously prosecuting crimes within OAG's jurisdiction and engaging victims, offenders, communities, and other stakeholders to prevent crime and other public nuisances.**

#### **INITIATIVE 1: Implement an Emerging Drug Trends Task Force**

The PSD Emerging Drug Trends Task Force (EDTTF) was created following a period of study and review by PSD attorneys of recent national and regional increases in heroin and synthetic drug distribution, use, and overdose. The EDTTF will research and examine the growing trend of synthetic and opioid drug abuse in the District, as well as synthetic and opioid-related deaths across the country. EDTTF will work closely with other District and federal agencies in order to coordinate OAG's response to the issue, and to bring together District agency stakeholders. This initiative will be considered successful if the EDTTF prompts and implements at least seven drug education projects for various constituencies by September 30, 2016.

#### **INITIATIVE 2: Develop a collaboration between NVS Section attorneys and Juvenile Section attorneys focusing on conflict mediation and best practices in community prosecution**

The NVS Section of PSD is composed of 5-6 prosecutors who specialize in community outreach and problem-solving. They utilize a number of civil remedies to assure nuisance abatement in the District's neighborhoods. They also facilitate resolution of conflicts among community member and groups. They attend more than 100 different community group meetings each year. In FY 2016 NVS will work with Juvenile Section attorneys to mediate conflict in select high schools and will involve juvenile attorneys in the community outreach. This initiative will be considered successful if PSD attorneys and staff participate in at least 10 restorative justice conferences or education and outreach programs in the fiscal year.

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### **INITIATIVE 3: Expand the number of referrals of youth entering the juvenile justice system to recognized and proven diversion options.**

PSD, through its Juvenile Section, prosecutes juvenile crime in the District. These crimes include delinquency, status offenses, and truancy matters. Because diversion programs that include comprehensive wraparound services for youth have proven success in lowering recidivism, PSD routinely evaluates the suitability of juveniles who are presented to it for diversion. During FY 2016, PSD will expand the guidelines for diversion eligibility based upon an evidence-based assessment and will refer additional youth to diversion or other available programs based upon the new guidelines. This initiative will be considered successful if PSD develops these new guidelines during FY 2016 and, during the third and fourth quarters of FY 2016, PSD refers at least 15 additional youth to diversion or other available programs on a monthly basis.

### **KEY PERFORMANCE INDICATORS, Public Safety Division**

<b>Measure</b>	<b>FY 2016 Target</b>
# of training and educational resources produced and implemented for OAG's constituent groups.	4
# of resources, referrals and services provided by Victim Specialists per month to through direct contacts.	25
# of community events attended and substantively participated in by NVS and Juvenile Section attorneys and PSD supervisors and managers	100

### ***Support Services Division***

### **SUMMARY OF SERVICES**

The Support Services Division (SSD) provides the staff, technology, logistics, and customer service support that enables the rest of OAG to provide high-level legal services to the District.

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**OBJECTIVE: Provide exemplary operational and logistical support to OAG divisions.**

**INITIATIVE 1: Fully implement OAG’s internal (hard copy) records management and retention policies and procedures.**

SSD will create policies regarding records management and retention of documents. These policies will provide guidance to all staff within OAG regarding how to manage records, and will help ensure that the agency timely retires records to the National Archives and Records Administration or District of Columbia archives, thereby minimizing the amount of physical space required to store closed case files. This initiative will be considered successful if final policies are implemented by OAG by September 30, 2016.

**INITIATIVE 2: Provide consistently high-quality printed brochures, pamphlets, reports, and other documents for OAG’s use.**

SSD will provide printed materials, including brochures, pamphlets, reports, and other documents for OAG to educate the public on the role and responsibility of OAG in a timely manner. This initiative will be considered successful if SSD fulfills all requests for final printing within 15 business days of submittal; ensures that 90% of printing budget is spent with District certified business enterprises (CBE) vendors; and submits quarterly reports on jobs completed, percentage and amount completed by CBEs, and time period from submittal to completion.

**KEY PERFORMANCE INDICATORS, Support Service Division**

Measure	FY 2016 Target
Process printing requests within 15 days of receipt	100%
Expend printing budget with certified business enterprises	90%



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## **FY 2017 PERFORMANCE PLAN Office of the Attorney General**

### **MISSION**

The Office of the Attorney General (OAG) is the chief legal office of the District of Columbia. OAG is charged with enforcing the laws of the District in a manner that is in the public's interest. OAG's mission is to provide the District government with the highest level of legal advice and service, and to represent the District's interest in court.

### **SUMMARY OF SERVICES**

OAG is responsible for conducting the District's legal business in a manner that is in the public interest. OAG represents the District in virtually all civil litigation, prosecutes juvenile and certain criminal offenses on the District's behalf, and represents the District in a variety of administrative hearings and other proceedings. OAG reviews legislation, regulations, land dispositions, and contracts for legal sufficiency to ensure the legal soundness of the government's actions. OAG provides legal and litigation support in procurement, tax and finance, bankruptcy, land use, and public works. OAG also takes legal action to protect children, seniors, developmentally disabled adults, and other vulnerable populations and promotes the interests of residents, consumers, and taxpayers. In addition, OAG is responsible for advising the Executive Office of the Mayor, the Council of the District of Columbia, the District of Columbia Courts, and various Boards and Commissions. Significantly, as the chief legal officer of the District of Columbia, opinions of the Attorney General on legal questions have the force of law, unless overruled by a court or legislatively by the District of Columbia Council. All told, the Attorney General supervises the legal work of about 277 attorneys and an additional 314 administrative/professional staff.

### **PERFORMANCE PLAN DIVISIONS AND OFFICES**

The purpose of the annual performance plan is to ensure that the agency evaluates its progress, reflects on its goals, and sets out a path for improvement that can be referenced throughout the year. The Immediate Office and each of OAG's offices and divisions set forth initiatives that will help them better achieve their particular missions. Unless otherwise specified, the deadline for each improvement is the end of the fiscal year (September 30, 2017). This year's plan includes initiatives for the following offices and divisions:

- Immediate Office
- Child Support Services Division
- Civil Litigation Division
- Commercial Division
- Family Services Division
- Legal Counsel Division
- Office of Consumer Protection

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- Office of the Solicitor General
- Personnel, Labor and Employment Division
- Public Interest Division
- Public Safety Division
- Support Services Division

### *Immediate Office*

The Immediate Office sets the direction for the Office of the Attorney General. This includes ensuring that the office provides high quality legal services to the District government, communicating and engaging with the public, and setting policy priorities that OAG will pursue. The Immediate Office seeks to build a best-in-class public law office.

### **INITIATIVE 1: Attract, retain, and develop a high quality and diverse talent pool.**

A top-flight law office requires top-flight talent. To attract talent, the office will develop a recruitment plan that will ensure outreach to a broader pool of potential applicants and aggressively pitch OAG as an excellent place to work. To develop talent, OAG will develop a comprehensive training program for new attorneys that is sensitive to variations between divisions and subject areas, as well as to opportunities for cross training. The office will also conduct an evaluation of the type of training employees have received, in anticipation of creating a more comprehensive professional development plan in the future. To retain talent, the office will develop a detail or rotation program within the agency to offer attorneys a broad range of professional experiences. This initiative will be considered successful if OAG develops a recruitment plan, develops a new employee training plan, conducts an assessment of ongoing professional development needs, and develops a detail or rotation program.

### **INITIATIVE 2: Reorganize the agency to carry out its goals more efficiently.**

OAG will continue to realign certain sections within the agency to ensure that its divisions have coherent missions and that sections with synergistic missions fall within the same reporting structure. In this fiscal year, the office will focus on creating an affirmative civil litigation division that litigates on behalf of the public interest. This initiative will be considered successful if this division is created.

### **INITIATIVE 3: Improve the delivery of quality legal services to the agency's clients.**

OAG is committed to creating a client-centered approach to its legal practice. OAG leadership will develop a practice of meeting annually with the leadership of the agencies OAG serves to ascertain the agencies' legal needs and deliver excellent services. These high-level meetings will include a review of each agency's major legal issues to help agencies improve compliance and mitigate future risk. The meetings will also ensure that OAG understands any ongoing concerns on the part of its clients and modifies its legal services to better suit their needs. This initiative will be considered successful if OAG meets with at least five agencies regarding legal issues and creates a schedule for further meetings with those agencies.



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### **INITIATIVE 4: Modernize OAG core technology and communications platforms and institute planning and governance.**

In order to align technology resources with agency goals and legal industry best practices, IT's key activities will include core technology modernization and formulation of governance mechanisms.

IT's modernization efforts include the following core technologies:

1. Case and document management system – IT will assume a lead role in the procurement and implementation of a case and document management system. This will include all acquisition activities, project planning, data migration, and the eventual archiving of the current system. This effort will be successful if the new system is obtained and a roll out plan is developed.
2. Personal Computing devices – IT will institute a laptop and docking station program, offering users improved ability to work remotely and communicate effectively. An agency-wide hardware replacement schedule will also be formulated and included in annual spending and budget guidance. This effort will be successful if there are laptops adopted in each division and there is increased use by staff who frequently need to work remotely.
3. Collaboration and file sharing – IT will expand the use of the Citrix sharefile platform, a cloud-based secure storage system currently used to share documents. IT will also pilot and implement SharePoint as the intranet and internal file sharing platform, and expand access to Google docs. This effort will be successful if IT launches the intranet and a file share pilot and the file sharing is adopted by three divisions.
4. Messaging and telecommunication – In conjunction with OCTO, IT will facilitate and plan the migration of email to Office 365, the district's enterprise messaging platform. IT will also expand the availability of personal and group videoconferencing and conference calling line. This effort will be successful if IT migrates 175 mailboxes and sets up as many personal storage sites, provides each division with a dedicated conference call line, increases the availability of web conferencing software, and provides web cams for on demand use.
5. Cloud and emerging technologies – IT will formulate policies and guidelines for cloud computing and other emerging technologies. IT will also work with the Director of Practice Technology to implement an analytics platform pilot. This effort will be successful if IT, in consultation with the Legal Counsel Division, formulates a cloud computing policy for the office which covers data storage, security, and retention, and if an analytics pilot is implemented.

IT will also form a governance group in FY17 to create data quality processes, approve and govern change management, and approve all new projects. This effort will be successful if a strategic roadmap is created to guide the governance group's decision process.

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### **INITIATIVE 5: Propose meaningful legislation relevant to the District of Columbia.**

It is a goal of OAG to provide meaningful legal and policy input on pending legislation by increased participation in the Council legislative process, whether by testimony (oral or written) or providing a letter to the relevant Council committee on the legislation at issue. Further, based on an examination of existing laws, court decisions, and community input, OAG proposes and introduces legislation to promote the public interest. This initiative will be successful if, over the course of the fiscal year, the office averages two bills a month either for introduction by the Attorney General or proposed for introduction by the Mayor or Council in which OAG has significant involvement.

### **INITIATIVE 6: Exercise thought leadership on key policy priorities.**

The office should serve as a platform to push the local and national conversation forward on key policy priorities, such as juvenile justice reform. The thinking, the practices, and the messages of the office should serve as local and national examples in these priority areas. To that end, the office should exercise thought leadership through print, television, social, and other media as well as at conferences and other professional and community gatherings. This initiative will be considered successful if Attorney General Racine pens three guest opinion pieces in local and national publications, successfully responds in a meaningful and timely way in the local and national press three to five times on priority issues, and the office attends three conferences that are national in scope in which it presents on priority issues.

### **INITIATIVE 7: Significantly increase OAG's presence in the community through OAG-generated events as well as participation in other forums.**

In the coming year, OAG's Office of Community Engagement (OCE) will push to have a larger presence in the community both through events initiated by OAG and by participation in events led by others. This initiative will be considered successful if the following goals are met: (1) OCE hosts five or more city-wide forums to include District elected officials, high level policy makers, and subject matter experts. The forums will be on topics such as human trafficking, ethics, juvenile justice reform, public safety, opioid addiction, and other important policy topics. (2) OCE builds upon the success of the current OAG advisory groups to both formalize a meeting schedule for those that have been established and add additional groups. (3) OCE provides outreach materials and engages the community in at least eight large-scale city-wide events such as parades and neighborhood festivals, with at least one large-scale event taking place in each ward. In addition to these concrete goals, OCE will generally increase participation in regularly scheduled meetings of Advisory Neighborhood Commissions, Civic and Citizen Associations, and other regularly scheduled community meetings throughout the city.

Finally, in order to ensure timely and complete communication, OCE will implement a data base system to respond to community concerns and share information on OAG's priorities and services. This initiative will be considered successful if OCE creates a system by which each constituent concern can be tracked and updated, and an update on any case status can be

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retrieved. Moreover, using this system, the office will achieve an average close-out time for constituent requests of five business days or less.

### *Child Support Services Division*

The Child Support Services Division (CSSD) assists families in the District with locating absent parents, establishing paternity, establishing orders for monetary and medical support, collecting ongoing support, and enforcing delinquent child-support orders. CSSD seeks to ensure that District children receive the financial support to which they are legally entitled.

#### **INITIATIVE 1: Put on a conference aimed at non-custodial fathers.**

CSSD will put on a conference aimed at engaging families, with a particular emphasis on fathers. In 2014, 95% of non-custodial parents who interacted with CSSD were fathers. CSSD's conference will provide education to family members and non-custodial fathers about OAG's Child Support Services Division and address vital needs such as employment, the importance of consistent child support payments, and promoting a family-centered environment. The conference is an important part of CSSD's efforts to engage with families, and fathers in particular, recognizing that greater cooperation between parents and consistent child support payments benefit the children involved. CSSD recognizes the challenges non-custodial fathers face in making regular child support payments (including barriers to employment), and views the conference as an important opportunity to dialogue with families and fathers and connect them to community services. The conference will provide opportunities for attendees to connect with CSSD staff members, potential employers, and community stakeholders. Throughout the conference, attendees will be given surveys in order to determine whether the conference was beneficial. This initiative will be considered successful if one conference is held in FY 17.

#### **INITIATIVE 2: Hold a training conference for Child Support Services Division employees.**

CSSD will hold a two-day training conference for all of CSSD's employees to enhance their skills and enable them to better serve the needs of the District's families. The training conference will provide employees the opportunity to hone their expertise and learn about the latest developments in child support. This will enhance the employees' ability to establish paternity, establish orders, and collect support. The conference, titled "Procedural Justice: Every Voice Matters," will include plenary sessions titled "Access to Justice" and "Transitioning from Poverty to Success," while workshops will delve more deeply into policy areas and will include sessions titled "Establishment of Parentage: the Future of the Acknowledgement of Paternity," "Dealing with Intergovernmental Cases," and "A 360 Degree Look at Temporary Assistance to Needy Families Benefits." At the end of the training, employees will be given a survey so that CSSD management can determine whether the training was beneficial. The initiative will be successful if the training conference is held by September 30, 2017 and the majority of CSSD employees attend the conference.

#### **INITIATIVE 3: Launch an application to allow parents to check case information from mobile devices.**

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The CSSD Mobile Application will allow both custodial and non-custodial parents to check basic information on their case from their mobile phones. The information customers will be able to access includes general case information, payments made, child support orders, past and future appointments, actions taken on the case, and information on parentage. CSSD's customers rely heavily on their mobile phones, and having case information easily accessible will increase CSSD's ability to meet its customers' needs and improve the delivery of services to the District's residents. With easier access to case information, parents may become more involved and be more consistent payers of child support. After the launch of the first phase, feedback from customers will be solicited before the launch of the second phase. It is anticipated that the second phase launch will likely include options to make a payment and take and send photos of important documents to inform case workers. This initiative will be successful if the first phase is launched by March 31, 2017.

### *Civil Litigation Division*

The Civil Litigation Division (CLD) represents the District, its agencies, and its employees in civil actions brought in the Superior Court of the District of Columbia and the United States District Court for the District of Columbia, particularly those seeking primarily monetary damages. CLD seeks to provide sound counsel to the District, its agencies, and its employees, including devising strategies for minimizing liability and defending them in civil actions.

#### **INITIATIVE 1: Increase outreach to client agencies on pending litigation.**

CLD provides litigation reports to a number of agency clients on a regular basis. However, a number of agencies have never requested regular reports on their cases. In FY 17, CLD will provide to agency general counsel a bi-monthly report on all pending CLD-handled litigation involving the agency. CLD will meet at least once every six months with agency clients that consistently have a substantial number of pending matters with CLD to review pending cases. This review will focus on risk management issues, including reoccurring deficiencies or practices which have resulted in litigation against the agency and early settlement opportunities. This initiative will be successful if in FY 17 CLD meets at least once every six months with five agency clients to review pending cases against that agency.

#### **INITIATIVE 2: Develop proposal for central intake for filing of civil lawsuits against the District.**

CLD is responsible for intake for most lawsuits brought against the District of Columbia. Cases received by CLD are reviewed by the Division Deputy and then assigned by email to a CLD section or another division, such as the Public Interest (PID), Commercial, and Personnel, Labor & Employment (PLED) divisions. However, some of these divisions also duplicate the intake function, and procedures for logging lawsuits in Prolaw (OAG's case management system) can vary from division to division. In FY 17, CLD will coordinate with PID, Commercial, PLED and the Director of Practice Administration and Practice Technology in proposing a centralized intake unit for the entire agency. The proposal will include a standard protocol for logging

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lawsuits and capturing information regarding the matter that can be tracked in Prolaw (or other case management program), and assign cases to the appropriate division. Cases will be assigned with an electronic file that will include the complaint and any related documents and identify related cases. This initiative will be successful if in FY 17 CLD proposes a plan to key stakeholders within OAG to centralize the receipt of lawsuits in one OAG location.

### **INITIATIVE 3: Develop standard procedures for implementation of a litigation hold process in agencies.**

CLD will work with agency counsel in drafting a city-wide set of litigation hold procedures or review existing litigation hold procedures to ensure that litigation holds are properly put in place in each agency. This initiative will be successful if in FY 17 CLD develops a standard litigation hold template and reviews any existing litigation hold protocols for at least five agencies.

### ***Commercial Division***

The Commercial Division provides legal services and advice for many core governmental functions, from the procurement of goods and services and acquisition of real estate through support of economic development projects and government property management, to the financing of government operations through the issuance of bonds, collection of taxes, and collection of debts from individuals and entities in bankruptcy. The Division also determines the legal sufficiency of major contracts and land dispositions. The Commercial Division seeks to provide legal support to District agencies to maximize and protect the District's commercial assets.

### **INITIATIVE 1: Provide training to members of the Zoning Commission and/or Board of Zoning Adjustment.**

The Land Use and Public Works Section will provide training to members of the Zoning Commission and/or Board of Zoning Adjustment on a legal topic selected by the Office of Zoning (OZ). The attorney to present the training will be selected based upon his/her familiarity with, and enthusiasm for, the topic. The Section Chief will provide written materials within the timeframe requested by OZ and the attorney will make an oral presentation on the scheduled meeting date. The Section Chief will be available during the training session to provide any further information requested by the participants. The initiative will be considered successful if the training session is held in FY 17.

### **INITIATIVE 2: Improve collection, analysis, and use of data needed to defend the District's real property tax base.**

During FY 17, the Tax and Finance Section will improve the collection, analysis, and use of the data it needs to defend zealously the District's real property tax base from erosion incident to tax assessment refund litigation. This initiative will be considered successful if, by September 30,

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2017, reassessments that result from refund litigation are not lower than 95% of the assessments in issue.

### **INITIATIVE 3: Provide initial comments on solicitations and proposed contracts to contracting personnel on a more expedited basis.**

During FY 17, the Procurement Section will provide initial comments to contracting personnel on reviews of solicitations and proposed contracts within 10 business days of receiving the contract documents. The initiative will be considered successful if initial comments are provided within 10 days for 90% of solicitations and proposed contracts received.

### **INITIATIVE 4: Pursue aggressively the identification of and opportunities for acquisition of, slum and blighted properties for its client agencies.**

During FY 17, the Land Acquisition & Bankruptcy Section will seek to identify more aggressively slum and blighted properties and develop and implement low cost methods to acquire same for its client agencies, including DCHD's Property Acquisition & Disposition Division ("PADD"). On a quarterly basis, the Section will provide a memorandum to PADD with a list of all properties identified during the preceding quarter with a roadmap for acquisition of each. In addition, the Section will convene, along with upper-level OAG management, at least one meeting between OAG and PADD to include upper-level DHCD management to discuss progress. This initiative will be considered successful if, by the end of each quarter of the FY 17, the Section has prepared and sent the memorandum described above and if, by September 30, 2017, at least one meeting between OAG and PADD has been conducted to discuss progress.

### ***Family Services Division***

The Family Services Division (FSD) works on behalf of the District's most vulnerable residents: abused and neglected children. The Division prosecutes civil child abuse and neglect cases and represents the Child and Family Services Agency (CFSA) in all stages of permanency planning, including proceeding to terminate parental rights when necessary. The Family Services Division seeks to provide quality representation to CFSA on child abuse and neglect cases.

### **INITIATIVE 1: Partner with DCPS and OSSE to provide education and training to students and school personnel on the issue of human trafficking.**

FSD will engage in outreach to public and charter schools in the District to arrange for training for middle school and high school students and staff on the issue of human trafficking. FSD will utilize its partnership with survivors, as well as its knowledge of curricula developed by I-Safe and curricula from other awareness organizations to ensure that content is age appropriate, learning objectives are clear, and information is conveyed in a way that students and staff can educate others. This initiative will be considered successful if an event occurs in 75% of the months that school is in session during the fiscal year.



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### **INITIATIVE 2: Attend local community meetings to provide training on human trafficking.**

FSD will attend local ANC meetings or participate in community events to inform citizens about the warning signs around human trafficking so as to increase awareness and reports to MPD and OAG about the prevalence of human trafficking in our community. This initiative will be successful if FSD attends an event in each ward during the fiscal year.

### **INITIATIVE 3: Improve timelines to achieving permanency.**

FSD section chiefs will review cases within 30 days of the first permanency hearing (as defined by the Adoption and Safe Families Act) to assess whether the current permanency goal is legally sufficient and appropriate. If it is not, the section chief will address any concerns with the assigned AAG and will provide the AAG guidance as to how to address the issue with CFSA. This initiative will not apply to Unaccompanied Refugee Minor cases. This initiative will be successful if the review occurs within 30 days of the first permanency hearing in 85% of applicable cases.

### **INITIATIVE 4: Partner with the Office of the State Superintendent of Education (OSSE) to provide Mandatory Reporting Training to District educators and staff.**

FSD will partner with OSSE to conduct Mandatory Reporting Training on a regular schedule to improve abuse and neglect reporting. This partnership has been established, and FSD is in close communication with OSSE, which advertises each Mandatory Reporting Training and provides the venue. This initiative will be considered successful if at least four Mandatory Reporting Trainings are held in FY 17.

### ***Legal Counsel Division***

The Legal Counsel Division (LCD) provides legal research and advice to the Attorney General, the Executive Office of the Mayor (EOM), District agencies, and the Council of the District of Columbia. In addition, the Legal Counsel Division determines the legal sufficiency of legislation, rulemakings, Mayor's Orders, inter-agency MOUs, and assists with drafting statutes and regulations for the EOM, OAG, and District agencies. The Division also prepares formal opinions, legal memoranda, legal advice letters, and Office Orders for the Attorney General and serves as an attorney-advisor to the Advisory Neighborhood Commissions. The Legal Counsel Division seeks to provide high quality legal advice to the Mayor, District agencies, and the Council about proposed legislation, rulemaking, ethics, and other government action.

### **INITIATIVE 1: Initiate an effort to update and modernize the District's rulemaking administrative procedures.**

LCD will establish and support an Attorney General's working group to update and modernize the District's rulemaking administrative procedures. LCD will be responsible for: 1) preparing a list of invitees for approval by the Immediate Office, including members from the District

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Affairs and Administrative Law Committees of the District of Columbia Bar; 2) preparing invitations for the invitees; 3) chairing and conducting the meetings of the group; 4) compiling comments and recommendations of the group; and 5) preparing draft legislation in response to the recommendations for review by the Attorney General. This goal will be considered successful if: 1) the working group is established; 2) no fewer than three meetings are held in this fiscal year; and 3) a report on comments and recommendations (and if possible draft legislation) is prepared and submitted to the Attorney General.

### **INITIATIVE 2: Provide regular guidance to District agencies about major legal issues they must consider when drafting legislation and rules.**

LCD has found that agencies are drafting bills and memoranda with significant legal problems because they are unaware of how changes in the law affect their responsibilities. LCD will prepare series of short “white papers” on topics of particular significance to agencies and will circulate them to the Mayor’s Office of Legal Counsel and agency counsel. Topics may include the impact of the Supreme Court’s *Patel* decision on agency administrative searches, retroactivity issues, and Supreme Court cases for this term that are of special interest to government lawyers. This goal will be considered attained if LCD prepares and circulates at least six white papers by the end of the fiscal year.

### **INITIATIVE 3: Provide regular ethics and professional responsibility guidance to employees in the Office of Attorney General about issues they must consider in performing their responsibilities.**

To help ensure that OAG employees are aware of their ethical responsibilities, LCD’s Ethics Counselor will provide practice pointers on topics of importance or issues that arise frequently. Topics could include gifts policy, the revolving door, or other issues of interest. This goal will be considered attained if LCD prepares and circulates at least four practice pointers by the end of the fiscal year.

### ***Office of Consumer Protection***

The Office of Consumer Protection (OCP) investigates and brings actions to stop unlawful trade practices and to obtain monetary relief, including restitution, damages, and penalties. OCP brings investigations locally and through multi-state actions with other states and federal agencies. Although OCP does not represent individual consumers, it helps consumers and merchants to resolve their disputes through mediation. OCP also performs public education in-person and through electronic and print consumer-education pieces. OCP also will assist other OAG units or divisions in connection with legislative efforts, comment letters, and amicus briefs that impact consumers. The Office of Consumer Protection seeks to protect the District’s consumers through enforcement of consumer laws and educating consumers about their legal rights.

### **INITIATIVE 1: Educate consumers concerning “online sharing economy” businesses and bring appropriate action concerning unlawful practices.**



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OCP will work to educate and protect consumers from the new challenges presented by the sharing economy. From crowdfunding to shared or on-demand services, the “sharing economy” has provided consumers with new services that are tailored, on-demand, and unique from brick and mortar or more traditional online merchants. As is often the case with rapidly growing emerging industries, protecting consumers often is not a new business’ first priority. OCP will incorporate into its community outreach and education efforts concerns raised by the sharing economy and advice concerning how consumers can protect themselves. OCP, where appropriate, will investigate and prosecute sharing economy businesses that are harming consumers. This initiative will be considered successful if OCP creates one or more educational pieces addressing issues consumers face when participating in the sharing economy and commences, if appropriate, enforcement cases against “sharing economy” companies that are harming District consumers.

### **INITIATIVE 2: Present at Advisory Neighborhood Commission meetings to educate District residents and their ANC Commissioners concerning consumer laws and on-going scams.**

OCP will add a focus on Advisory Neighborhood Commission meetings to its ongoing efforts to educate District residents about their rights as consumers and how to avoid common scams. First, as part of its continuing education efforts, OCP will conduct presentations at ANC meetings to educate consumers so they may protect themselves, make consumers aware of OCP’s complaint and mediation programs, and raise OCP’s awareness of scams that may be affecting consumers. Second, OCP will continue to develop its library of consumer publications, which can be distributed by ANC Commissioners and used to help educate vulnerable consumers, including seniors, tenant groups, and consumers targeted by emerging scams. This initiative will be considered successful if, in addition to its other neighborhood outreach efforts, OCP conducts presentations at four ANC meetings.

### **INITIATIVE 3: Conduct trainings on online safety for children in District schools and expand online training program to include parents.**

OCP will conduct four training sessions in District schools on online safety, and expand its training initiative to include parents. At least one of the parent training sessions will be a bilingual presentation. Some of these trainings will be conducted with the NetSmartz Workshop, an interactive, educational safety resource developed by the National Center for Missing and Exploited Children (NCMEC). This initiative will be successful if OCP successfully conducts four trainings and reaches parents in bilingual communities, in order to educate and raise awareness of important Internet safety issues.

### ***Office of the Solicitor General***

The Office of the Solicitor General (OSG) manages the District’s civil and criminal appellate litigation and practices most frequently before the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the Supreme Court of the United States. The docket includes appeals in a wide variety of civil, family, criminal,

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juvenile, tax, and administrative cases from trial courts and petitions for review from District agencies. OSG seeks to provide top-flight legal services in handling the District's litigation in the appellate courts.

### **INITIATIVE 1: Incentivize the attendance of trial-division attorneys at OSG moot courts.**

OSG's moot courts provide not only rigorous preparation for the attorneys who will be presenting argument, but also effective training for the lawyers who attend them and act as judges. Trial division attorneys sometimes attend OSG moot courts, but OAG as a whole would benefit by ensuring that trial division attorneys do so frequently: the OSG attorney presenting argument would benefit from the trial division attorney's perspective, while the trial division attorney would benefit from greater knowledge about substantive law, the appellate process, and oral argument skills. OSG will invite trial division attorneys to moot courts that are relevant to the trial division attorneys' practice area, with the understanding that the attorneys could satisfy up to two hours of their annual training requirement through preparation for and participation in moot courts. OSG will also encourage trial-division management to encourage their attorneys to attend at least one OSG moot court per year. This initiative will be successful if at least 20 different trial-division attorneys attend OSG moot courts during the fiscal year.

### **INITIATIVE 2: Expand the program for trial-division attorneys to seek advice in the early stages of litigation.**

In addition to conducting appellate litigation, OSG provides advice to attorneys in the trial divisions both informally and formally. This program of providing advice should be expanded to ensure that, in significant cases in which OSG's assistance could be useful, opportunities for coordination are not forgone. OSG accordingly will seek to do so by encouraging management to reach out even more frequently, and encouraging OSG line attorneys to promote the practice in their interactions with their trial-division colleagues. The initiative will be successful if OSG continues to conduct outreach to the deputies of the litigating divisions and reviews dispositive motions or otherwise engages in substantive discussions in at least twelve significant cases.

### ***Personnel, Labor and Employment Division***

The Personnel, Labor and Employment Division (PLED) defends agencies in personnel-related matters such as suspensions, terminations for employee misconduct, and reductions in force. The Division also provides training and professional development for all OAG employees in order to more effectively fulfill OAG's mission; hires and maintains excellent and diverse staff; ensures fairness and diversity in the workplace; processes all discipline grievances; and serves as OAG's chief negotiator on collective bargaining issues for the attorney's union. PLED seeks to defend and advise the District and its agencies in personnel matters and serve as OAG's labor counsel so as to minimize risk and liability for the District.

### **INITIATIVE 1: Reduce the cost of administrative litigation.**

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The Personnel and Labor Relations Section (PLRS) defends agencies against challenges to various employment actions after an agency's final decision. PLRS will schedule semi-annual meetings with the four agencies that have the highest number of claims filed against them. At these meetings, PLRS will discuss anticipated and proposed agency personnel actions and will provide legal advice prior to the agency making a final decision on a personnel action. The goal of these meetings is to either reduce the cost of administrative litigation or increase the likelihood of success on a claim. This initiative will be considered successful if, at the end of the fiscal year, PLRS met twice per year with four client agencies and provided those agencies pre-decisional legal advice.

### **INITIATIVE 2: Attract and retain diverse, quality and suitable applicants**

In an effort to market the Office of the Attorney General as an elite law firm and thereby compete with the private and federal sectors for top-notch professional and administrative professional talent, PLED will increase the visibility of OAG, particularly for lateral hires, by attending at least four job fairs geared to lawyers and non-lawyers, conducting at least two OAG sponsored programs to attract volunteer, entry level and mid-level staff and building relationships with at least four talent pipelines designed to recruit and maintain diversity in OAG.

### ***Public Interest Division***

The Public Interest Division (PID) initiates litigation to collect debts owed the District of Columbia, brings cases to protect the rights of District taxpayers and residents, defends lawsuits alleging constitutional violations including challenges to agency regulations, practices and procedures, and represents the District in litigation related to government contracts. The Public Interest Division seeks to provide excellent representation to the District in both bringing and defending civil matters.

### **INITIATIVE 1: Increase collaboration and exchange of information among attorneys and professional staff.**

Experienced attorneys and professional staff in the Civil Enforcement Section (CES) and the Equity Section will provide substantive training sessions to the respective section's attorneys and professional staff on legal and procedural issues unique to the work of the section. Such training will increase the working knowledge of the section's attorneys and professional staff while enabling the Division to better serve our clients and District residents. This initiative will be considered successful if the CES and the Equity Section each presents and participates in four training sessions in FY 17.

### **INITIATIVE 2: Prepare a practice manual of guidance for attorneys litigating before the Contract Appeals Board.**

The attorneys and professional staff of the Government Contracts Section (GCS) will develop a practice manual for litigating contract disputes before the Contract Appeals Board for inclusion

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in the Public Interest Division Practice Manual. This will serve as a resource for experienced attorneys and a training template for newer attorneys. This initiative will be considered successful if the GCS completes the Manual chapter.

### **INITIATIVE 3: Increase knowledge regarding Public Integrity Unit’s cases through monthly meetings.**

The Public Integrity Unit (PIU) is responsible for many areas of law involving several different District statutes. As a result, each PIU attorney and professional staff member has developed expertise in certain types of cases. To increase attorneys’ and professional staff members’ knowledge of all cases handled by the unit, PIU employees will meet on a monthly basis to discuss cases, focusing on investigative techniques and procedural issues. Attorneys and staff members will volunteer to assist with cases that fall outside their areas of expertise. Such meetings and collaboration on cases will increase the working knowledge of the Unit’s members while enabling the Division to better serve clients. This initiative will be considered successful if PIU conducts six monthly meetings, and attorneys and staff members collaborate with each other or with attorneys in the CES, GCS or Equity Section on two matters.

### ***Public Safety Division***

The Public Safety Division (PSD) initiates legal claims (both criminal and civil) to protect the public and seek restitution with regard to a diverse array of public safety issues. The Division prosecutes all juvenile offenses and certain misdemeanor adult offenses, represents survivors of domestic violence in securing protection orders and monitoring compliance with such orders, represents the District’s interests in providing appropriate mental health services to those mental health consumers who are a danger to themselves or to the community, and protects neighborhoods through the prosecution of various nuisance property offenses. PSD seeks to promote public safety by earnestly and vigorously prosecuting crimes within OAG’s jurisdiction and engaging victims, offenders, communities, and other stakeholders to prevent crime and other public nuisances.

### **INITIATIVE 1: Enhance the Criminal Section’s ability and performance in increasing traffic safety on District streets and roads.**

One of the main areas of OAG’s exclusive prosecutorial authority is in the area of traffic safety and prosecutions of driving while impaired cases. During FY 17, we expect to 1) supplement the number of specially trained Criminal Section prosecutors through an agreement with the District’s Department of Transportation to fund additional FTEs; 2) develop a specialized boot camp training program for all PSD prosecutors who work on these cases, along with a series of professional development continuing legal education sessions; 3) further develop PSD’s education and training program for college and high school students; and 4) staff all serious DUI cases (those with physical injury, property damage or multi-substance abuse at high levels) with a team of lawyers, which would allow a focus on fact evidence and presentation of expert testimony. This initiative will be considered successful if PSD offers at least two intensive training sessions for DUI prosecutors, presents its “Sobriety Check” education and training

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program to five different college or youth groups, and staffs 100% of serious DUI prosecutions with a senior and junior attorney.

### **INITIATIVE 2: Reduce youth recidivism and youth penetration into the juvenile and criminal justice systems by employing creative, data-driven, and progressive prosecutorial systems and policies.**

PSD, through its Juvenile Section, prosecutes juvenile crime in the District. These crimes include delinquency, status offenses, and truancy matters. Because diversion programs that include comprehensive wraparound services for youth have proven success in lowering recidivism, PSD routinely evaluates the suitability of juveniles who are presented to it for diversion. During FY 17, PSD will review and evaluate its expanded diversion eligibility policies and practice, using a data-driven assessment of year-to-date diversions. PSD will compile these statistics and evaluation into a report. This initiative will be considered successful if the report is disseminated to juvenile justice stakeholders. This initiative should be completed by July 31, 2017.

### **INITIATIVE 3: Increase education regarding trauma-informed justice practices.**

PSD will educate its staff on trauma-informed justice practices and the influence of adverse childhood experiences on the potential for rehabilitation, treatment, and accountability. This initiative will be considered successful if at least four training opportunities are provided regarding trauma-informed juvenile practices.

### **INITIATIVE 4: Present plans regarding prosecution and its alternatives.**

PSD's Juvenile Section will examine better ways to serve its status offender population and those youth who are involved in dual systems. To do so, the Juvenile Section will draft two plans: one plan will present a proposal for vertical prosecution, and the other plan will provide alternatives to prosecution for status offenders. This initiative will be considered successful if the Juvenile Section presents a plan for vertical prosecution to the Attorney General, Family Court, and juvenile justice stakeholders for review by February 28, 2017, and presents a plan of alternatives to prosecution for status offenders to the appropriate stakeholders by September 30, 2017.

### **INITIATIVE 5: Enhance services provided to victims.**

The PSD Victims Witness Services unit provides crisis intervention counseling and service identification and assistance to victims of crimes in PSD. To enhance the services PSD provides to victims, the Victims' Services Unit will provide crime victims with written notification of services available, cases statuses, and a disclosure of victims' rights in juvenile and criminal cases prosecuted by PSD, and tour of duty and work schedules will be adjusted. These adjustments will provide maximum support for victims and witnesses. The adjustment will also benefit attorneys handling trials and hearings that are attended by victims and witnesses because those victims and witnesses will be better supported.. This initiative will be considered successful if crime victims receive written notification in 95% of cases.

### **INITIATIVE 6: Provide specialized training to Victim Specialists.**

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To enhance services offered to crime victims, PSD's Victim Specialists will be trained in the facilitation of Restorative Justice Conferences, which can serve as an alternative resolution options to eligible victims of crime. Additionally, Victim Specialists will be provided with at least four training opportunities designed to further their professional development. This initiative will be considered successful if 66% of PSD's Victim Specialists are certified to facilitate Restorative Justice Conferences.

### **INITIATIVE 7: Implement a culture of training and professional development that elevates the standard of practice of PSD attorneys.**

PSD will improve the quality of its practice by providing a schedule of both mandatory and voluntary training opportunities. To do so, PSD will provide three initial training sessions of up to four weeks for new attorneys joining the Division; will offer at least four voluntary, mini-boot camp trial skills training sessions for current PSD attorneys; and will present at least five mandatory training sessions. In addition, at least three senior attorneys will be designated as writing coaches and will provide at least 40 individualized coaching sessions; and PSD will conduct moots of important trials and hearings. This initiative will be considered successful if all new attorneys attend an initial training session; the Division offers at least four voluntary trial skills training sessions for current attorneys; 40 individualized writing coaching sessions are held; and 20 moots take place.

### ***Support Services Division***

The Support Services Division (SSD) provides the staff, technology, logistics, and customer service support that enables the rest of OAG to provide high-level legal services to the District. SSD seeks to provide exemplary operational and logistical support to OAG divisions.

### **INITIATIVE 1: Provide consistent, on-time transportation of agency employees.**

SSD will provide transportation of agency employees from its worksites at One Judiciary Square, 200 "I" Street, SW and the John Wilson Building to and from D.C. Superior Court, meetings and community outreach functions throughout the District of Columbia. This initiative will be considered successful if SSD fulfills all requests within 30 minutes of the scheduled time of the transportation request and submits weekly transportation logs to the Fleet Coordinating Official by COB each Friday.

### **INITIATIVE 2: Issue and provide training on record retention policies and procedures to responsible agency personnel.**

SSD will issue new record retention guidelines and train agency staff on responsibility and process for preparing closed legal records for transmittal to the Federal Records Center. SSD will review best practices around the country to update its policy and consult with the Legal Counsel Division to ensure compliance with all relevant legal ethics and DC Code provisions. SSD will also consult IT to determine whether technological tools that can assist in the rational

## Attachment 13—Response to Questions 20 & 21

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retention of documents exist. SSD's policy will include clear guidelines on time frames for determining where documents should go and ensuring that they are properly filed. This initiative will be considered successful if, at a minimum, the new policy is proposed to the Office of the Secretary.

### **INITIATIVE 3: Provide case-focused, enhanced investigative services on matters within the Public Safety Division.**

SSD investigators will provide on-scene assistance to assistant attorneys general in the field including gathering information, taking photographs of scenes and interviewing potential witnesses. This initiative will be considered successful if 90% of requests for enhanced investigative services are completed within one week of the request.

### **INITIATIVE 4: Improve service of process rate in child protection and truancy matters.**

SSD investigators will improve the service of process rate in child protection matters by running real-time, skip traces of the respondent/parent's whereabouts on all truancy and child protection matters. This initiative will be considered successful if each investigator serves an average of 200 summonses per year.



**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Office of the Attorney General**



**OFFICE OF THE ATTORNEY GENERAL'S FISCAL YEAR 2016  
FREEDOM OF INFORMATION ACT LITIGATION REPORT  
(October 1, 2015 through September 30, 2016)**

Pursuant to the District of Columbia Freedom of Information Act ("DC FOIA"), this report from the Office of the Attorney General for the District of Columbia ("OAG") to the Council of the District of Columbia contains the following specified data pertaining to litigation arising under the DC FOIA for the previous fiscal year:

1. The case name and number for each case arising under the DC FOIA;
2. The exemption(s) involved in each case, where applicable;
3. The disposition of the case; and
4. The costs, if any, assessed pursuant to D.C. Official Code § 2-537(c).

D.C. Official Code § 2-538(c) (2001).

**CIVIL LITIGATION DIVISION FY 2016 FOIA REPORT**

**UPDATE ON FOIA CASES FILED PRIOR TO FY 14**

1. a. Case Name/Number: *Fraternal Order of Police v. District of Columbia*, (MPD), Civ. No. 05-7011
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy; D.C. Official Code § 2-534(a)(3)(A)(i) – Law Enforcement Investigatory Records; D.C. Official Code § 2-534(b) – Non-privileged information not reasonably segregable; D.C. Official Code § 2-532(c) – the FOP's request did not reasonably describe requested documents
- c. Disposition of Case: This case is closed. The Court required continued production based on payments made by the FOP for requested documents. To date, FOP has made approximately 18 payments, totaling \$113,760. The FOP indicated that it does not want any more documents. This matter is now concluded.



- d. Costs Assessed: \$53,544.14.
2. a. Case Name/Number: *Fraternal Order of Police v. District of Columbia*, (MPD), Civ. No. 11-6033
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy; D.C. Official Code § 2-534(a)(4) – Deliberative Process, Law Enforcement, Attorney–Client Privilege, Attorney Work Product, and National Security Interests; D.C. Official Code § 2-534(a)(6) – Statutory Exemption
- c. Disposition of Case: The Court denied the parties’ cross motions for summary judgment. The Court conducted in camera review and upheld the agency’s asserted exemptions. The parties’ dispute on whether the FOP had a right to the search terms used in the agency’s second search, given the District’s argument that the case was moot, is now resolved. The FOP filed a petition for attorney’s fees and costs, and the Court awarded fees and costs in the amount of \$13,279.98 on February 22, 2016. This matter is now concluded.
- d. Costs Assessed: \$13,279.98
3. a. Case Name/Number: *Frankel v. D.C. Office of the Deputy Mayor for Planning and Economic Development*, (EOM), Civ. No. 10-312
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(4) – Deliberative Process and Attorney–Client Privileges
- c. Disposition of Case: Plaintiff’s motion for summary judgment was granted in part on December 16, 2011. Plaintiff’s motion for attorney’s fees and costs was granted in part and denied in part on March 13, 2013. The Court awarded Plaintiff fees and costs in the amount of \$21,110.46. Plaintiff appealed the March 13, 2013 Order awarding fees and costs. On February 12, 2015, the Court of Appeals ruled that attorney’s fees are potentially available where a plaintiff shows a causal nexus between a court action and a FOIA production, whether or not the production was court-ordered. The case was remanded to the Superior Court, and briefing on the fees motions was completed on June 25, 2015. The Court awarded fees and costs in the amount of \$89,721.31 on January 24, 2017. The litigation continues as to Plaintiff’s Third Supplemental Application for Attorney’s Fees and Other Costs of Litigation.

d. Costs Assessed: \$89,721.31 (as of January 24, 2017)

**UPDATE ON FOIA CASES RECEIVED IN FY 2014**

1. a. Case Name/Number: *Kirby Vining v. District of Columbia*, (ANC-5E), Civ. No. 13-8189  
  
b. Exemption(s) Claimed: Private e-mails of individual commissioners were not subject to FOIA.  
  
c. Disposition of Case: The District did not prevail on its exemption claim. On November 3, 2015, the Court granted Plaintiff's motion for attorney's fees and costs and awarded him \$65,241 in fees and costs of \$880.90, for a total of \$66,121.90. Both parties appealed from this judgment on November 30, 2015. The appeal is still pending.  
  
d. Costs Assessed: \$66,121.90.
2. a. Case Name/Number: *James Kane v. District of Columbia*, 2014 CA 3386  
  
b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(4) – Deliberative process  
  
c. Disposition of Case: On July 9, 2015, the Court denied Plaintiff's Second Motion for Summary Judgment and dismissed the case. Plaintiff appealed, and the appeal remains pending.  
  
d. Costs Assessed: None
3. a. Case Name/Number: *Fraternal Order of Police v. District of Columbia*, Civ. No. 11-7550  
  
b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(3) – Personal Privacy; vague, ambiguous, overly broad  
  
c. Disposition of Case: The Court granted Plaintiff partial summary judgment in 2013. The District subsequently produced documents. The Court denied Plaintiff's request for fees and costs on November 21, 2014. The FOP has dismissed its remaining claim for declaratory relief. This matter is now concluded.  
  
d. Costs Assessed: None

**UPDATE ON CLD FOIA CASES RECEIVED IN FY 2015**

1. a. Case Name/Number: *Kenard Johnson v. District of Columbia*, (DOC), 2015 CA 1136 B

- b. Exemption(s) Claimed: None. The District (DOC) is not in possession of Plaintiff's old inmate records.
- c. Disposition of Case: On January 29, 2016, the Court granted summary judgment in the District's favor. This matter is now concluded.
- d. Costs Assessed: None
2. a. Case Name/Number: *Jonathan Cook v. District of Columbia*, 2015 CA 2176 B
- b. Exemption(s) Claimed: None
- c. Disposition of Case: The case settled and responsive documents were produced to Plaintiff. This matter is now concluded.
- d. Costs Assessed: None
3. a. Case Name/Number: *Bruce Void v. Delaney*, (DC Superior Court Clerk), 2015 CA 002356 B
- b. Exemption(s) Claimed: The Superior Court of the District of Columbia is not subject to FOIA.
- c. Disposition of Case: The Court granted Defendant summary judgment on January 15, 2016. This matter is now concluded.
- d. Costs Assessed: None
4. a. Case Name/Number: *Kenard Johnson v. District of Columbia*, (DOC), 2014 CA 6529
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal privacy; D.C. Official Code § 2-534(a)(6) – Exemption by statute
- c. Disposition of Case: On April 3, 2015, the Court dismissed this case. This matter is now concluded.
- d. Costs Assessed: None

#### **NEW CLD FOIA CASES RECEIVED IN FY 2016**

1. a. Case Name/Number: *James Parker-El v. McGinley, et al.*, (D.C. Superior Court), Civ. No. 15-8556

- b. Exemption(s) Claimed: None
- c. Disposition of Case: The Court granted the District's motion to dismiss on March 15, 2016. Plaintiff appealed, and the appeal remains pending.
- d. Costs Assessed: None
2. a. Case Name/Number: *Ashley Arrington v. District of Columbia*, (D.C. Superior Court), Civ. No. 15-8731
- b. Exemption(s) Claimed: None
- c. Disposition of Case: The Court granted the District's motion to dismiss on March 3, 2016. Plaintiff has appealed. On January 18, 2017, the Court of Appeals affirmed the dismissal. Plaintiff may seek reconsideration or rehearing.
- d. Costs Assessed: None
3. a. Case Name/Number: *Matthew LeFande v. District of Columbia*, (MPD), Civ. No. 15-9223
- b. Exemption(s) Claimed: None
- c. Disposition of Case: This case was never properly served on the District, and the Court dismissed the case for failure to serve the complaint. This matter is now concluded.
- d. Costs Assessed: None
4. a. Case Name/Number: *Wallace Mitchell v. District of Columbia*, (DOC), Civ. No. 16-0733
- b. Exemption(s) Claimed: None
- c. Disposition of Case: The Court dismissed the case on April 26, 2016. The case is over.
- d. Costs Assessed: None
5. a. Case Name/Number: *Friends of McMillan Park v. District of Columbia*, (DMPED), Civ. No. 16-2373

- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(4) – Deliberative Process, Consultant Corollary, and Attorney–Client Privilege; D.C. Official Code § 2-534(a)(1) – Trade Secrets; D.C. Official Code § 2-534(a)(2) – Personal Privacy
- c. Disposition of Case: The District produced an additional 378 documents (1601 pages) on January 13, 2017. The litigation continues.
- d. Costs Assessed: None (as of January 2017)
6. a. Case Name/Number: *Vaughn Bennett v. District of Columbia*, (DCPS), Civ. No. 16-2918
- b. Exemption(s) Claimed: None
- c. Disposition of Case: The District has produced documents. This matter is set for mediation on attorney’s fees.
- d. Costs Assessed: None (as of January 2017)
7. a. Case Name/Number: *Alehegn Mehari v. Mayor*, (DMPED), Civ. No. 16-6102
- b. Exemption(s) Claimed: None
- c. Disposition of Case: The Court granted the District’s motion for summary judgment on November 23, 2016. Plaintiff did not appeal, and the case is over.
- d. Costs Assessed: None

#### **PUBLIC INTEREST DIVISION FY 2016 FOIA REPORT**

1. a. Case Name/Number: *Washington Teacher’s Union, et al. v. District of Columbia Public Schools*, Civ. No. 15-2651
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy
- c. Disposition of Case: The District won summary judgment in December 2015. This matter is now closed.
- d. Costs Assessed: None.
2. a. Case Name/Number: *FOP, Metropolitan Police Labor Committee v. District of Columbia*, (MPD), Civ. No. 09-0618
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy

- c. Disposition of Case: The Court of Appeals upheld judgment in the District's favor regarding redactions, and Plaintiff prevailed partially on other issues earlier in the case. This matter is now closed.
- d. Costs Assessed: The District paid \$21,000 for settlement of attorney's fees and costs.
3. a. Case Name/Number: *FOP, Metropolitan Police Labor Committee v. District of Columbia*, (MPD), Civ. No. 12-4123
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy
- c. Disposition of Case: Closed
- d. Costs Assessed: The District paid \$7,500 for settlement of attorney's fees and costs.
4. a. Case Name/Number: *FOP, Metropolitan Police Labor Committee v. District of Columbia*, (OPC), 2008 CA 4867 B
- b. Exemption(s) Claimed: D.C. Official Code § 2-534(a)(2) – Personal Privacy; D.C. Official Code § 2-534(a)(3)(c) –law enforcement privilege; D.C. Official Code § 2-534(a)(4) – Privileged Documents.
- c. Disposition of Case: Closed
- d. Costs Assessed: \$4,648.25 to be paid by FOP (to the District)
5. a. Case Name/Number: *Eastern Market Metro Community Ass'n v. District of Columbia*, 2014 CA 005768 B
- b. Exemption(s) Claimed: None
- c. Disposition: Parties are engaged in settlement of attorney's fees and costs.
- d. Costs Assessed: None (as of January 2017)
6. a. Case Name/Number: *FOP, Metropolitan Police Labor Committee v. District of Columbia*, 2010 CA 8401 B
- b. Exemption(s) Claimed: None
- c. Disposition: Closed

- d. Costs Assessed: OAG paid \$25,000 for settlement of attorney's fees and costs.
7. a. Case Name/Number: *Thorp v. District of Columbia*, 2016 CA 2486 B
- b. Exemption(s) Claimed: None
- c. Disposition: Open. OAG is preparing a motion for summary judgment.
- d. Costs Assessed: None (as of January 2017)
8. a. Case Name/Number: *Partnership for Civil Justice Fund v. District of Columbia*, 2016 CA 5752 B
- b. Exemption(s) Claimed: None
- c. Disposition: Open
- d. Costs Assessed: None (as of January 2017)
9. a. Case Name/Number: *Energy and Environment Legal Institute v. District of Columbia*, 2016 CA 4111 B
- b. Exemption(s) Claimed: None
- c. Disposition: Closed
- d. Costs Assessed: OAG paid \$250.00 for settlement of attorney's fees and costs.
10. a. Case Name/Number: *Sullivan v. District of Columbia*, 2015 CA 6453 B
- b. Exemption(s) Claimed: None
- c. Disposition: Closed
- d. Costs Assessed: OAG paid \$2,500.00 for settlement of attorney's fees and costs.

**Office of the Attorney General**  
**Question 24 Response**

**Response to Question 24--Salaries over \$100,000**  
**FY 16**

Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
1000-Agency Management	00012940	SUPV INFO TECH SPEC	Tonjes,Christopher D	0040A	160,000.00	31,600.00	NA	NA
1000-Agency Management	00006208	INFORMATION TECHNOLOGY SPECIAL	Khodabakhsh,Shohreh	0040A	129,592.00	25,594.42	NA	NA
1000-Agency Management	00011914	INFORMATION TECHNOLOGY SPECIAL	Jackson,Gene A	0040A	123,146.00	24,321.34	NA	NA
1000-Agency Management	00025196	INFORMATION TECHNOLOGY SPECIAL	Quinones,Edel	0040A	123,146.00	24,321.34	NA	NA
1000-Agency Management	00003487	Supv Mgmt Liaison Officer	Cager,Janice H	0010A	121,489.39	23,994.15	NA	NA
100F-Agency Financial Operations	00012214	AGENCY FISCAL OFFICER	Syphax,Victoria S	00120	171,161.00	33,804.30	NA	NA
100F-Agency Financial Operations	00025313	BUDGET OFFICER	Green-Porter,Sonja N	00110	137,006.00	27,058.69	NA	NA
100F-Agency Financial Operations	00019000	ACCOUNTING OFFICER	Idris,Mohammed Ali	00120	129,592.00	25,594.42	NA	NA
100F-Agency Financial Operations	00013047	FINANCIAL MGR	Hassan,Ahmed S	00120	126,369.00	24,957.88	NA	NA
100F-Agency Financial Operations	00039324	ACCOUNTANT	Singh,Renuka C	00120	101,477.00	20,041.71	NA	NA
1200-Personnel Labor & Empl	00001405	Deputy Attorney General	Wilburn,Nadine C	0012D	178,705.00	35,294.24	NA	NA
1200-Personnel Labor & Empl	00015476	Trial Attorney	Mcdougald Jr.,Frank J	0012A	154,864.00	30,585.64	NA	3,007.04
1200-Personnel Labor & Empl	00009822	SUPERVISOR ATTORNEY ADVISOR	Comentale,Andrea G	0012A	148,116.96	29,253.10	NA	NA
1200-Personnel Labor & Empl	00023605	Trial Attorney	Dickerson,Rahsaan J	0012A	135,004.00	26,663.29	NA	2,544.32
1200-Personnel Labor & Empl	00042682	Trial Attorney	Paisant,Nada Abdelaal	0012A	111,398.00	22,001.11	NA	1,991.22
1200-Personnel Labor & Empl	00025242	Trial Attorney	Razzaque,Jhumur	0012A	101,267.00	20,000.23	NA	NA
2100-Commercial Division	00012891	SUPERVISORY ATTORNEY ADVISOR	Fisher,David	0021S	164,800.00	32,548.00	NA	NA
2100-Commercial Division	00072952	Attorney Advisor	Schwartz,Howard Shelton	0021C	163,502.00	32,291.65	NA	3,174.80
2100-Commercial Division	00006862	Attorney Advisor	Nagelhout,Mary	0021A	155,118.00	30,635.81	NA	3,012.00
2100-Commercial Division	00001318	SUPERVISORY ATTORNEY ADVISOR	Wilson,Richard M	0021Q	154,859.09	30,584.67	NA	NA
2100-Commercial Division	00010059	Attorney Advisor	Wolk,Lawrence Julian	0021S	146,920.00	29,016.70	NA	NA
2100-Commercial Division	00022545	Trial Attorney	Littlejohn,Andrea R	0021Q	146,734.00	28,979.97	NA	2,767.80
2100-Commercial Division	00044030	Attorney Advisor	Skipper,Janice N	0021C	146,734.00	28,979.97	NA	2,767.80
2100-Commercial Division	00000420	SUPERVISOR ATTORNEY ADVISOR	Bergstein,Alan H	0021A	145,549.05	28,745.94	NA	NA
2100-Commercial Division	00012103	SUPERVISOR TRIAL ATTORNEY	Burk,William D.	0021R	145,332.69	28,703.21	NA	NA
2100-Commercial Division	00085223	SUPERVISOR TRIAL ATTORNEY	Schildkraut,Robert S	0021S	144,581.10	28,554.77	NA	NA
2100-Commercial Division	00002047	Trial Attorney	Henneberry,Edward P	0021R	142,542.00	28,152.05	NA	2,686.40
2100-Commercial Division	00004634	Attorney Advisor	Glazer,Sherry A	0021A	139,013.00	27,455.07	NA	2,699.26
2100-Commercial Division	00024370	Trial Attorney	Alper,Nancy	0021R	139,013.00	27,455.07	NA	2,699.26
2100-Commercial Division	00000360	Trial Attorney	Bradley,David Andrew	0021Q	135,447.00	26,750.78	NA	2,560.78
2100-Commercial Division	00013508	Trial Attorney	Allen,Patrick H	0021Q	128,315.00	25,342.21	NA	2,491.54
2100-Commercial Division	00040019	Attorney Advisor	Reaves,Randall Richard	0021F	125,774.00	24,840.37	NA	NA
2100-Commercial Division	00036240	Trial Attorney	KULISH,JON N.	0021C	121,902.30	24,075.70	NA	2,560.78
2100-Commercial Division	00003115	Attorney Advisor	Ritting,Jacob	0021A	121,183.00	23,933.64	NA	NA
2100-Commercial Division	00085314	Attorney Advisor	Clark,Katherine C.	0021S	121,183.00	23,933.64	NA	2,283.82
2100-Commercial Division	00038105	Trial Attorney	Glover,Andrew A	0021R	114,051.00	22,525.07	NA	2,049.78
2100-Commercial Division	00083180	Trial Attorney	Braithwaite,Joel A	0021Q	110,485.00	21,820.79	NA	2,076.10
2100-Commercial Division	00085313	Attorney Advisor	Hutchins,Sharon G.	0021S	110,485.00	21,820.79	NA	2,076.10
2100-Commercial Division	00026500	Attorney Advisor	Sassoon Cohen,Talia R	0021C	110,050.50	21,734.97	NA	2,075.85
2100-Commercial Division	00086334	Trial Attorney	Maddox,Amina	0021Q	106,919.00	21,116.50	NA	NA
3100-Legal Counsel Division	00012146	SUPERVISORY ATTORNEY ADVISOR	Robins,Janet Marie	0031C	163,909.05	32,372.04	NA	NA
3100-Legal Counsel Division	00015714	Attorney Advisor	Goff,Polle H	0031A	163,502.00	32,291.65	NA	3,174.80
3100-Legal Counsel Division	00002893	SUPERVISORY TRIAL ATTORNEY	Parker,Arthur J	0031B	157,352.69	31,077.16	NA	NA
3100-Legal Counsel Division	00014064	Attorney Advisor	Kelley,Katherine V	0031A	150,926.00	29,807.89	NA	2,927.00
3100-Legal Counsel Division	00016919	Trial Attorney	Hollander,Anne R	0031A	150,926.00	29,807.89	NA	2,930.60
3100-Legal Counsel Division	00001833	Attorney Advisor	Block,Elaine L	0031A	142,542.00	28,152.05	NA	2,605.00
3100-Legal Counsel Division	00000017	Attorney Advisor	Curtis,Tina L	0031A	131,660.00	26,002.85	NA	NA



**Office of the Attorney General**  
**Question 24 Response**

Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
3100-Legal Counsel Division	00013310	Attorney Advisor	Hyden,David A	0031A	128,315.00	25,342.21	NA	2,422.30
3100-Legal Counsel Division	00000464	Attorney Advisor	Ensworth,Laurie A	0031A	122,626.50	24,218.73	NA	2,381.10
3100-Legal Counsel Division	00013971	Attorney Advisor	Winston,Kia Lorren	0031A	105,564.00	20,848.89	NA	2,049.78
4000-Child Support Services Division	00012667	SUPERVISOR ATTORNEY ADVISOR	Rice,Benidia	0403B	169,277.62	33,432.33	NA	NA
4000-Child Support Services Division	00033006	Program Manager	Allen,Joseph A	0403C	160,371.90	31,673.45	NA	NA
4000-Child Support Services Division	00013938	Trial Attorney	Orton,Michael W	0401A	139,013.00	27,455.07	NA	NA
4000-Child Support Services Division	00012995	Trial Attorney	Crowe Jr.,Lorenzo W	0402B	138,350.00	27,324.13	NA	2,605.00
4000-Child Support Services Division	00028286	Attorney Advisor	Cox,Tiffany L.	0403B	138,350.00	27,324.13	NA	2,605.00
4000-Child Support Services Division	00028295	SUPVY INFO TECH SPEC	Johnson Jr.,Harold W.	0403C	128,851.09	25,448.09	NA	NA
4000-Child Support Services Division	00010356	PGM MGR	Jeter,Herbert	0402A	126,558.55	24,995.31	NA	NA
4000-Child Support Services Division	00032799	PAYMENT CENTER MANAGEMENT	Cooper,Richard	0402B	125,646.13	24,815.11	NA	NA
4000-Child Support Services Division	00028249	SUPERVISOR TRIAL ATTORNEY	Bell,Tannisha Diane	0403B	125,000.00	24,687.50	NA	NA
4000-Child Support Services Division	00013418	SUPERVISORY TRIAL ATTORNEY	Tilley,Belinda Marie	0401C	122,011.71	24,097.31	NA	NA
4000-Child Support Services Division	00000533	Trial Attorney	Monteiro,Anita R	0402A	121,183.00	23,933.64	NA	2,145.34
4000-Child Support Services Division	00009208	Trial Attorney	MULKEY,SHELLY A	0401A	121,183.00	23,933.64	NA	2,283.82
4000-Child Support Services Division	00011952	SUPERVISORY TRIAL ATTORNEY	Staley,Curtis L	0401A	120,372.62	23,773.59	NA	NA
4000-Child Support Services Division	00013311	Trial Attorney	Villar,Traci J	0402B	117,628.00	23,231.53	NA	2,225.46
4000-Child Support Services Division	00034005	SUPERVISORY TRIAL ATTORNEY	Reece,Nicole M.	0403D	116,787.38	23,065.51	NA	NA
4000-Child Support Services Division	00000495	Paralegal Specialist	Taylor,Latrice J	0401A	115,019.99	22,716.45	NA	NA
4000-Child Support Services Division	00036686	Support Enforcement Manager	Hart-Wright,Mari-Christine Frances	0403B	109,272.70	21,581.36	NA	NA
4000-Child Support Services Division	00002625	Trial Attorney	Louis-Fernand,Jalla-Anne S.	0403B	108,580.00	21,444.55	NA	2,049.78
4000-Child Support Services Division	00085498	SUPERVISORY TRIAL ATTORNEY	McIntyre,James K.	0402A	108,150.00	21,359.63	NA	NA
4000-Child Support Services Division	00009553	Policy Analyst	Latus,Justin	0403D	107,413.65	21,214.20	NA	NA
4000-Child Support Services Division	00034896	TRAINING COOR	Yates,Shirley Loretta	0403D	106,936.00	21,119.86	NA	NA
4000-Child Support Services Division	00006657	Trial Attorney	Benfield,Magda E	0401A	102,548.00	20,253.23	NA	NA
5100-Civil Litigation Division	00006831	Trial Attorney	Anderson,Steven J	0051A	163,502.00	32,291.65	NA	NA
5100-Civil Litigation Division	00013723	Trial Attorney	Mullen,Martha J	0051A	163,502.00	32,291.65	NA	3,093.40
5100-Civil Litigation Division	00046221	Trial Attorney	Causey,William F.	0051A	163,502.00	32,291.65	NA	NA
5100-Civil Litigation Division	00028275	Trial Attorney	Deberardinis,Robert A	0051A	159,310.00	31,463.73	NA	3,093.40
5100-Civil Litigation Division	00000139	Trial Attorney	Jackson,David	0051A	155,118.00	30,635.81	NA	3,012.00
5100-Civil Litigation Division	00010338	Trial Attorney	Porter,Veronica A	0051A	155,118.00	30,635.81	NA	2,930.60
5100-Civil Litigation Division	00004843	SUPERVISOR TRIAL ATTORNEY	Johnson,Kimberly Matthews	0051A	154,859.09	30,584.67	NA	NA
5100-Civil Litigation Division	00017399	SUPERVISOR TRIAL ATTORNEY	Oxendine,Patricia A	0051A	152,173.16	30,054.20	NA	NA
5100-Civil Litigation Division	00005140	Trial Attorney	Knapp,Sarah L.	0051A	150,926.00	29,807.89	NA	2,849.20
5100-Civil Litigation Division	00000414	SUPERVISOR TRIAL ATTORNEY	Pittman,Jonathan H.	0051M	150,577.51	29,739.06	NA	NA
5100-Civil Litigation Division	00011215	SUPERVISOR TRIAL ATTORNEY	Valentine,George C	0051M	149,703.60	29,566.46	NA	NA
5100-Civil Litigation Division	00005113	Trial Attorney	Schreiber,Sheila R	0051A	142,542.00	28,152.05	NA	NA
5100-Civil Litigation Division	00010073	Trial Attorney	Featherstone,Kerslyn D	0051A	142,542.00	28,152.05	NA	2,686.40
5100-Civil Litigation Division	00001795	Trial Attorney	Karpinski,Alex	0051A	134,158.00	26,496.21	NA	2,523.60
5100-Civil Litigation Division	00012844	Trial Attorney	Donkor,Patricia B.	0051A	128,315.00	25,342.21	NA	NA
5100-Civil Litigation Division	00002060	SUPERVISORY TRIAL ATTORNEY	Copeland,Chad	0051A	128,000.00	25,280.00	NA	2,353.06
5100-Civil Litigation Division	00090693	SUPERVISORY TRIAL ATTORNEY	Addo,Michael K.	0051A	128,000.00	25,280.00	NA	2,214.58
5100-Civil Litigation Division	00027755	Trial Attorney	Jones,Shermineh C	0051A	114,051.00	22,525.07	NA	2,145.34
5100-Civil Litigation Division	00032380	Trial Attorney	George,Laura A.	0051A	108,580.00	21,444.55	NA	NA
5100-Civil Litigation Division	00032478	Trial Attorney	Gonzalez,Joseph A.	0051A	106,919.00	21,116.50	NA	1,815.54
5200-Public Interest Division	00002278	SUPERVISORY TRIAL ATTORNEY	Gere,Elizabeth Sarah	0052K	164,909.00	32,569.53	NA	NA
5200-Public Interest Division	00008198	Trial Attorney	Phillips,E Louise r	0052B	163,502.00	32,291.65	NA	3,174.80
5200-Public Interest Division	00010820	Trial Attorney	Zaniel,Maureen Wolf	0052B	163,502.00	32,291.65	NA	3,174.80
5200-Public Interest Division	00011554	Trial Attorney	Koger,Thomas	0052A	163,502.00	32,291.65	NA	3,174.80

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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
5200-Public Interest Division	00020615	Trial Attorney	Stern,Michael A	0052B	163,502.00	32,291.65	NA	NA
5200-Public Interest Division	00012002	Trial Attorney	Saindon,Andrew J	0052A	155,118.00	30,635.81	NA	2,849.20
5200-Public Interest Division	00087643	SUPERVISORY ATTORNEY ADVISOR	Ziperman,Philip David	0052A	150,349.00	29,693.93	NA	NA
5200-Public Interest Division	00043093	Trial Attorney	Drumme,Jane	0052B	139,013.00	27,455.07	NA	2,699.26
5200-Public Interest Division	00013293	SUPERVISORY TRIAL ATTORNEY	Jackson,Toni M	0052A	136,590.36	26,976.60	NA	NA
5200-Public Interest Division	00002477	Trial Attorney	Tan,Gary M.	0052C	128,315.00	25,342.21	NA	NA
5200-Public Interest Division	00011915	Trial Attorney	Adams,Walter E ii	0052B	128,315.00	25,342.21	NA	2,422.30
5200-Public Interest Division	00045359	Trial Attorney	Jackson,Catherine A.	0052C	128,315.00	25,342.21	NA	2,422.30
5200-Public Interest Division	00011173	SUPERVISOR TRIAL ATTORNEY	Glover,Eric S.	0052B	125,028.30	24,693.09	NA	NA
5200-Public Interest Division	00012032	Trial Attorney	Caldwell,Brian R	0052C	121,183.00	23,933.64	NA	2,353.06
5200-Public Interest Division	00087644	SUPERVISORY TRIAL ATTORNEY	Rock,Jimmy R.	0052A	121,183.00	23,933.64	NA	2,353.06
5200-Public Interest Division	00034014	Trial Attorney	Rivero,Fernando	0052B	117,628.00	23,231.53	NA	NA
5200-Public Interest Division	00075159	Trial Attorney	Yong,Esther C	0052A	117,617.00	23,229.36	NA	NA
5200-Public Interest Division	00075453	Trial Attorney	Gudger,Monique L.	0052B	105,564.00	20,848.89	NA	1,991.22
5200-Public Interest Division	00011648	Trial Attorney	Johnson,Eric U.	0052A	102,843.00	20,311.49	NA	NA
5200-Public Interest Division	00001782	Trial Attorney	Shapiro,Zachary Isaac	0052B	102,548.00	20,253.23	NA	NA
6100-Public Safety Division	00001129	Attorney Advisor	Rosenthal,David	0061M	163,502.00	32,291.65	NA	3,174.80
6100-Public Safety Division	00013271	Trial Attorney	Leighton,Scott M	0061B	155,118.00	30,635.81	25,265.57	2,930.60
6100-Public Safety Division	00002509	SUPERVISORY TRIAL ATTORNEY	Meekins,Tamar M.	0061M	150,380.00	29,700.05	NA	NA
6100-Public Safety Division	00026925	SUPERVISORY TRIAL ATTORNEY	Washington,Alicia D	0061M	143,420.42	28,325.53	NA	NA
6100-Public Safety Division	00001884	Trial Attorney	Zirpoli,D Andrew	0061B	139,013.00	27,455.07	534.67	NA
6100-Public Safety Division	00007572	Attorney Advisor	Gajwani,Seema	0061M	138,976.00	27,447.76	NA	NA
6100-Public Safety Division	00006279	Trial Attorney	Reid,Rachele G	0061M	131,881.00	26,046.50	NA	2,491.54
6100-Public Safety Division	00009729	Trial Attorney	Browning,Kristina L	0061B	121,183.00	23,933.64	NA	2,283.82
6100-Public Safety Division	00039166	Trial Attorney	Foster,Chad B	0061B	121,183.00	23,933.64	1864.37	NA
6100-Public Safety Division	00033861	Trial Attorney	MANFREDA,MARY ELIZABETH	0061B	117,628.00	23,231.53	1866.23	2,225.46
6100-Public Safety Division	00002435	Trial Attorney	Pierce,Tanya T	0061A	117,617.00	23,229.36	NA	2,214.58
6100-Public Safety Division	00043699	Trial Attorney	O'Connor,Mary Connaught	0061A	117,617.00	23,229.36	2594.64	NA
6100-Public Safety Division	00072068	Trial Attorney	Shear,Melissa Gail	0061A	117,617.00	23,229.36	765.16	NA
6100-Public Safety Division	00000889	SUPERVISORY TRIAL ATTORNEY	Sonenberg,Santha	0061B	115,000.00	22,712.50	NA	NA
6100-Public Safety Division	00014850	SUPERVISOR TRIAL ATTORNEY	Saba III,George Peter	0061A	114,677.00	22,648.71	NA	NA
6100-Public Safety Division	00039167	Trial Attorney	Berry,Kimberly	0061B	114,612.00	22,635.87	1631.31	2,166.90
6100-Public Safety Division	00002344	Trial Attorney	Zoberbier,Veronica A	0061B	111,596.00	22,040.21	375.56	NA
6100-Public Safety Division	00087647	Attorney Advisor	Chesser,Barbara Katenbrink	0061M	110,485.00	21,820.79	NA	NA
6100-Public Safety Division	00000914	SUPERVISORY TRIAL ATTORNEY	Monroe,Linda E.	0061B	109,779.73	21,681.50	NA	NA
6100-Public Safety Division	00046144	Trial Attorney	Seshadri,Sheila	0061B	108,580.00	21,444.55	6899.1	2,049.78
6100-Public Safety Division	00085232	Trial Attorney	Trouth,Oritsejemine E	0061A	108,580.00	21,444.55	NA	2,108.34
6100-Public Safety Division	00032955	Victim/Witness Program Special	Mcclain,Jeinine R	0061D	106,936.00	21,119.86	NA	NA
6100-Public Safety Division	00011882	Trial Attorney	Leighton,Bayly Kirlin	0061A	106,919.00	21,116.50	1797.18	1,991.22
6100-Public Safety Division	00010686	Trial Attorney	Hersh,Michelle G	0061B	102,548.00	20,253.23	1505.16	1,932.66
6100-Public Safety Division	00045495	Trial Attorney	Boorman,Paige E.	0061B	102,548.00	20,253.23	1331.15	NA
6100-Public Safety Division	00008483	SUPERVISOR TRIAL ATTORNEY	Jones,Christina M.	0061A	101,268.00	20,000.43	NA	NA
6100-Public Safety Division	00043718	SUPERVISORY TRIAL ATTORNEY	Marrero,Jose M.	0061A	101,268.00	20,000.43	304.51	1,756.98
7000-Solicitor General Division	00011389	SUPERVISOR ATTORNEY ADVISOR	Kim,Todd S	007S3	164,363.62	32,461.81	NA	NA
7000-Solicitor General Division	00000945	Trial Attorney	Love,Richard Stuart	007S1	163,502.00	32,291.65	NA	NA
7000-Solicitor General Division	00001830	Trial Attorney	Sheppard,Janice Y	007S2	163,502.00	32,291.65	NA	NA
7000-Solicitor General Division	00002791	Trial Attorney	Wilson,Mary Larkin	007S1	163,502.00	32,291.65	NA	3,006.97
7000-Solicitor General Division	00024366	Trial Attorney	Mckay,James C	007S1	163,502.00	32,291.65	NA	3,174.80
7000-Solicitor General Division	00013388	Trial Attorney	Anderson,Stacy	007S1	159,310.00	31,463.73	NA	3,012.00

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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
7000-Solicitor General Division	00011873	SUPERVISORY TRIAL ATTORNEY	Alikhan,Loren L.	007S1	154,891.40	30,591.05	NA	NA
7000-Solicitor General Division	00008280	SUPERVISOR TRIAL ATTORNEY	Groce,Rosalyn C	007S2	150,937.29	29,810.11	NA	NA
7000-Solicitor General Division	00003144	Trial Attorney	Schifferle,Carl J	007S1	142,542.00	28,152.05	NA	2,767.80
7000-Solicitor General Division	00013608	Trial Attorney	Johnson,Holly M	007S1	142,542.00	28,152.05	NA	2,686.40
7000-Solicitor General Division	00009795	Trial Attorney	Lederstein,Jason	007S1	135,447.00	26,750.78	NA	2,560.78
7000-Solicitor General Division	00024676	Trial Attorney	Pittman,Lucy	007S1	131,881.00	26,046.50	NA	NA
7000-Solicitor General Division	00028261	Trial Attorney	LEWIS,AISHA A.	007S3	108,580.00	21,444.55	NA	2,049.78
8100-Family Services Division	00002277	SUPERVISOR TRIAL ATTORNEY	Cullen,Erin M	0081D	132,766.00	26,221.29	NA	1,756.98
8100-Family Services Division	00027748	Trial Attorney	Tildon,Rhonda	0081E	131,881.00	26,046.50	NA	2,560.78
8100-Family Services Division	00034847	Trial Attorney	Kaplan,Karen L	0081A	131,881.00	26,046.50	NA	2,491.54
8100-Family Services Division	00007522	Trial Attorney	Lisas,Phillippa	0081A	128,315.00	25,342.21	NA	2,422.30
8100-Family Services Division	00013910	Trial Attorney	Rancier,Kaitlin T	0081A	128,315.00	25,342.21	479.81	2,422.30
8100-Family Services Division	00001885	Trial Attorney	Steiner Smith,Maria C	0081C	124,749.00	24,637.93	NA	2,353.06
8100-Family Services Division	00011591	SUPERVISOR TRAIL ATTORNEY	PARKER,CHARMETRA L	0081A	118,879.93	23,478.79	NA	NA
8100-Family Services Division	00002700	SUPERVISOR TRIAL ATTORNEY	Soncini,Pamela	0081A	118,145.65	23,333.77	NA	NA
8100-Family Services Division	00023485	Trial Attorney	Magyar,Keely	0081A	117,628.00	23,231.53	746.78	2,225.46
8100-Family Services Division	00001438	SUPERVISORY TRIAL ATTORNEY	Holder,Rosamund lc	0081E	117,153.45	23,137.81	NA	NA
8100-Family Services Division	00011869	SUPERVISORY TRIAL ATTORNEY	Richardson,Tracey Ballard	0081E	116,714.17	23,051.05	NA	NA
8100-Family Services Division	00013563	SUPERVISORY TRIAL ATTORNEY	Bechtol,Janes M	0081C	116,242.11	22,957.82	NA	NA
8100-Family Services Division	00041450	Trial Attorney	Okoroma,Rhondalyn Primes	0081A	114,612.00	22,635.87	NA	2,166.90
8100-Family Services Division	00000106	Trial Attorney	Hancock,Jennifer V	0081A	111,596.00	22,040.21	160.96	NA
8100-Family Services Division	00001038	Trial Attorney	Flucker,Aisha Braithwaite	0081A	111,596.00	22,040.21	156.61	2,108.34
8100-Family Services Division	00001950	Trial Attorney	Merecicky,Lilia R	0081A	111,596.00	22,040.21	NA	NA
8100-Family Services Division	00002673	Trial Attorney	Dewitt,Tyrone T	0081A	111,596.00	22,040.21	NA	2,108.34
8100-Family Services Division	00013629	Trial Attorney	Dejesus,Marinel M	0081A	111,596.00	22,040.21	NA	NA
8100-Family Services Division	00002158	Trial Attorney	Holloway,Angela	0081A	108,580.00	21,444.55	NA	NA
8100-Family Services Division	00013103	Trial Attorney	Connell,Sarah Cynthia	0081C	108,580.00	21,444.55	NA	NA
8100-Family Services Division	00044552	Trial Attorney	Prioleau,Rashida Wilson	0081A	108,580.00	21,444.55	78.3	2,108.34
8100-Family Services Division	00000389	Trial Attorney	Nix,Lynsey R	0081A	105,564.00	20,848.89	755.36	2,049.78
8100-Family Services Division	00001186	Trial Attorney	Smith,Michael Allen	0081A	105,564.00	20,848.89	NA	NA
8100-Family Services Division	00002268	Trial Attorney	Tilahun,Hilbret	0081A	105,564.00	20,848.89	NA	2,049.78
8100-Family Services Division	00003922	Trial Attorney	Blank,Stefanie D.	0081A	105,564.00	20,848.89	228.38	2,049.78
8100-Family Services Division	00027751	Trial Attorney	Tucker,Camille J	0081A	105,564.00	20,848.89	203.01	1,991.22
8100-Family Services Division	00032527	Trial Attorney	Stevens,Alice	0081A	105,564.00	20,848.89	NA	2,049.78
8100-Family Services Division	00073391	Trial Attorney	Guest,Roseline Tonia	0081C	102,548.00	20,253.23	NA	1,991.22
9200-Support Services Division	00001014	SUPERVISOR TRIAL ATTORNEY	Coaxum,Tarifah	0092A	166,728.28	32,928.84	NA	NA
9300-Office of the Attorney General	00002679	ATTORNEY GEN FOR DC	Racine,Karl A	0093A	190,000.00	37,525.00	NA	NA
9300-Office of the Attorney General	00002651	Deputy Attorney General	Ludaway,Natalie O.	0093A	185,400.00	36,616.50	NA	NA
9300-Office of the Attorney General	00018581	Chief of Staff	Whatley,Kim Michelle	0093A	144,200.00	28,479.50	NA	NA
9300-Office of the Attorney General	00000736	Trial Attorney	Towns,James A	0093A	139,013.00	27,455.07	NA	2,699.26
9300-Office of the Attorney General	00002592	SUPERVISORY ATTORNEY ADVISOR	Wilkins,Elizabeth Wood Claytor	0093A	137,500.00	27,156.25	NA	NA
9300-Office of the Attorney General	00072069	SUPERVISORY ATTORNEY ADVISOR	Litos,Stephanie Evangelos	0093A	137,500.00	27,156.25	NA	2,214.58
9300-Office of the Attorney General	00046297	Special Projects Officer	Markowska,Marta A.	0093A	128,750.00	25,428.13	NA	NA
9300-Office of the Attorney General	00010060	SUPERVISORY ATTORNEY ADVISOR	Pittman Jr.,James A.	0093A	123,600.00	24,411.00	NA	NA
9300-Office of the Attorney General	00003433	Director of Communications	Marus,Robert P	0093A	113,300.00	22,376.75	NA	NA
9300-Office of the Attorney General	00086146	Community Development Speciali	Williams,Lateefah S.	0093A	101,478.00	20,041.91	NA	NA

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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
1000-Agency Management	00012940	SUPV INFO TECH SPEC	Tonjes,Christopher D	0040A	171,200.00	35,267.20	NA	NA
1000-Agency Management	00006208	INFORMATION TECHNOLOGY SPECIAL	Khodabakhsh,Shohreh	0040A	133,476.00	27,496.06	NA	NA
1000-Agency Management	00011914	INFORMATION TECHNOLOGY SPECIAL	Jackson,Gene A	0040A	126,838.00	26,128.63	NA	NA
1000-Agency Management	00025196	INFORMATION TECHNOLOGY SPECIAL	Quinones,Edel	0040A	126,838.00	26,128.63	NA	NA
100F-Accounting Financial Operations	00012214	AGENCY FISCAL OFFICER	Wiggins,Shilonda	00120	173,173.00	35,673.64	NA	NA
100F-Accounting Financial Operations	00025313	BUDGET OFFICER	Green-Porter,Sonja N	00110	141,117.00	29,070.10	NA	NA
100F-Accounting Financial Operations	00019000	ACCOUNTING OFFICER	Idris,Mohammed Ali	00120	133,480.00	27,496.88	NA	NA
100F-Accounting Financial Operations	00013047	FINANCIAL MGR	Hassan,Ahmed S	00120	130,160.00	26,812.96	NA	NA
100F-Accounting Financial Operations	00039324	ACCOUNTANT	Singh,Renuka C	00120	107,332.00	22,110.39	NA	NA
100F-Accounting Financial Operations	00003820	ACCOUNTANT	Jack,Anthony W	00120	101,711.00	20,952.47	NA	NA
1200-Personnel Labor & Employment	00001405	Deputy Attorney General	Wilburn,Nadine C	0012D	191,214.35	39,390.16	NA	NA
1200-Personnel Labor & Employment	00015476	Trial Attorney	Mcdougald Jr.,Frank J	0012A	168,403.00	34,691.02	NA	NA
1200-Personnel Labor & Employment	00009822	SUPERVISOR ATTORNEY ADVISOR	Comentale,Andrea G	0012A	158,485.14	32,647.94	NA	NA
1200-Personnel Labor & Employment	00023605	Trial Attorney	Dickerson,Rahsaan J	0012A	153,915.00	31,706.49	NA	NA
1200-Personnel Labor & Employment	00042682	Trial Attorney	Paisant,Nada Abdelaal	0012A	127,115.00	26,185.69	NA	NA
1200-Personnel Labor & Employment	00039260	Talent Acquisition, EEO and Tr	Keel,Tamesha L.	0012D	115,000.00	23,690.00	NA	NA
1200-Personnel Labor & Employment	00025242	Trial Attorney	Razzaque,Jhumur	0012A	112,155.00	23,103.93	NA	NA
2100-Commercial Division	00012891	SUPERVISORY ATTORNEY ADVISOR	Fisher,David	0021S	176,336.00	36,325.22	NA	NA
2100-Commercial Division	00006862	Attorney Advisor	Nagelhout,Mary	0021A	168,403.00	34,691.02	NA	NA
2100-Commercial Division	00072952	Attorney Advisor	Schwartz,Howard Shelton	0021C	168,403.00	34,691.02	NA	NA
2100-Commercial Division	00001318	SUPERVISORY ATTORNEY ADVISOR	Wilson,Richard M	0021Q	165,699.23	34,134.04	NA	NA
2100-Commercial Division	00010059	Attorney Advisor	Wolk,Lawrence Julian	0021S	162,707.00	33,517.64	NA	NA
2100-Commercial Division	00022545	Trial Attorney	Littlejohn,Andrea R	0021Q	158,311.00	32,612.07	NA	NA
2100-Commercial Division	00044030	Attorney Advisor	Skipper,Janice N	0021C	158,311.00	32,612.07	NA	NA
2100-Commercial Division	00000420	SUPERVISOR ATTORNEY ADVISOR	Bergstein,Alan H	0021A	155,737.48	32,081.92	NA	NA
2100-Commercial Division	00012103	SUPERVISOR TRIAL ATTORNEY	Burk,William D.	0021R	155,505.98	32,034.23	NA	NA
2100-Commercial Division	00085223	SUPERVISOR TRIAL ATTORNEY	Schildkraut,Robert S	0021S	154,701.78	31,868.57	NA	NA
2100-Commercial Division	00000360	Trial Attorney	Bradley,David Andrew	0021Q	153,915.00	31,706.49	NA	NA
2100-Commercial Division	00002047	Trial Attorney	Henneberry,Edward P	0021R	153,915.00	31,706.49	NA	NA
2100-Commercial Division	00024370	Trial Attorney	Alper,Nancy	0021R	153,915.00	31,706.49	NA	NA
2100-Commercial Division	00004634	Attorney Advisor	Glazer,Sherry A	0021A	145,755.00	30,025.53	NA	NA
2100-Commercial Division	00013508	Trial Attorney	Allen,Patrick H	0021Q	145,123.00	29,895.34	NA	NA
2100-Commercial Division	00040019	Attorney Advisor	Reaves,Randall Richard	0021C	140,727.00	28,989.76	NA	NA
2100-Commercial Division	00083531	Attorney Advisor	Carliner,Virginia	0021S	140,727.00	28,989.76	NA	NA
2100-Commercial Division	00036240	Trial Attorney	KULISH,JON N.	0021C	127,867.50	26,340.71	NA	NA
2100-Commercial Division	00003115	Attorney Advisor	Ritting,Jacob	0021A	127,115.00	26,185.69	NA	NA
2100-Commercial Division	00038105	Trial Attorney	Glover,Andrew A	0021R	127,115.00	26,185.69	NA	NA
2100-Commercial Division	00085314	Attorney Advisor	Clark,Katherine C.	0021S	127,115.00	26,185.69	NA	NA
2100-Commercial Division	00085313	Attorney Advisor	Hutchins,Sharon G.	0021S	123,375.00	25,415.25	NA	NA
2100-Commercial Division	00083180	Trial Attorney	Braithwaite,Joel A	0021Q	119,635.00	24,644.81	NA	NA
2100-Commercial Division	00026500	Attorney Advisor	Sassoon Cohen,Talia R	0021C	118,733.25	24,459.05	NA	NA
2100-Commercial Division	00092029	Trial Attorney	Maddox,Amina	0021Q	112,155.00	23,103.93	NA	NA
2100-Commercial Division	00092030	Trial Attorney	Oketunji,Olufisayo Pelumi	0021Q	112,155.00	23,103.93	NA	NA
2100-Commercial Division	00015296	Trial Attorney	Wood,Eli David	0021Q	104,404.00	21,507.22	NA	NA

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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
2100-Commercial Division	00033092	Trial Attorney	Eberle,Andrew C.	0021R	104,404.00	21,507.22	NA	NA
2100-Commercial Division	00085315	Attorney Advisor	Glazer,Tamar N	0021S	104,404.00	21,507.22	NA	NA
2100-Commercial Division	00085224	Attorney Advisor	Brown,Lauren A.	0021S	101,241.00	20,855.65	NA	NA
2100-Commercial Division	00085521	Attorney Advisor	Soltis,Jason J	0021S	101,241.00	20,855.65	NA	NA
3100-Legal Counsel Division	00012146	SUPERVISORY ATTORNEY ADVISOR	Robins,Janet Marie	0031C	175,382.68	36,128.83	NA	NA
3100-Legal Counsel Division	00015714	Attorney Advisor	Goff,Polle H	0031A	168,403.00	34,691.02	NA	NA
3100-Legal Counsel Division	00002893	SUPERVISORY TRIAL ATTORNEY	Parker,Arthur J	0031B	168,367.38	34,683.68	NA	NA
3100-Legal Counsel Division	00014064	Attorney Advisor	Kelley,Katherine V	0031A	165,071.00	34,004.63	NA	NA
3100-Legal Counsel Division	00016919	Trial Attorney	Hollander,Anne R	0031A	165,071.00	34,004.63	NA	NA
3100-Legal Counsel Division	00001833	Attorney Advisor	Block,Elaine L	0031A	153,915.00	31,706.49	NA	NA
3100-Legal Counsel Division	00000017	Attorney Advisor	Curtis,Tina L	0031A	145,755.00	30,025.53	NA	NA
3100-Legal Counsel Division	00000489	Trial Attorney	Epstein,Carol P	0031A	134,722.40	27,752.81	NA	NA
3100-Legal Counsel Division	00013310	Attorney Advisor	Hyden,David A	0031A	134,595.00	27,726.57	NA	NA
3100-Legal Counsel Division	00000464	Attorney Advisor	Ensworth,Laurie A	0031A	126,302.25	26,018.26	NA	NA
3100-Legal Counsel Division	00013971	Attorney Advisor	Winston,Kia Lorren	0031A	119,635.00	24,644.81	NA	NA
3100-Legal Counsel Division	00020430	Trial Attorney	Turner,Joshua Allen	0031A	101,241.00	20,855.65	NA	NA
4000-Child Support Services Division	00012667	SUPERVISOR ATTORNEY ADVISOR	Rice,Benidia	0403B	181,127.05	37,312.17	NA	NA
4000-Child Support Services Division	00033006	Program Manager	Allen,Joseph A	0403C	171,597.93	35,349.17	NA	NA
4000-Child Support Services Division	00028286	Attorney Advisor	Cox,Tiffany L.	0403B	153,915.00	31,706.49	NA	NA
4000-Child Support Services Division	00012995	Trial Attorney	Crowe Jr.,Lorenzo W	0402B	149,519.00	30,800.91	NA	NA
4000-Child Support Services Division	00013938	Trial Attorney	Orton,Michael W	0401A	145,755.00	30,025.53	NA	NA
4000-Child Support Services Division	00028295	Supvy Info Tech Spec	Johnson Jr.,Harold W.	0403C	143,983.00	29,660.50	NA	NA
4000-Child Support Services Division	00028249	SUPERVISOR TRIAL ATTORNEY	Bell,Tannisha Diane	0403B	140,000.00	28,840.00	NA	NA
4000-Child Support Services Division	00000533	Trial Attorney	Monteiro,Anita R	0402A	136,331.00	28,084.19	NA	NA
4000-Child Support Services Division	00010356	PGM MGR	Jeter,Herbert	0402A	135,417.65	27,896.04	NA	NA
4000-Child Support Services Division	00032799	PAYMENT CENTER MANAGEMENT	Cooper,Richard	0402B	134,441.35	27,694.92	NA	NA
4000-Child Support Services Division	00013418	SUPERVISORY TRIAL ATTORNEY	Tilley,Belinda Marie	0401C	130,552.53	26,893.82	NA	NA
4000-Child Support Services Division	00011952	SUPERVISORY TRIAL ATTORNEY	Staley,Curtis L	0401A	128,798.70	26,532.53	NA	NA
4000-Child Support Services Division	00034005	SUPERVISORY TRIAL ATTORNEY	Reece,Nicole M.	0403D	124,962.50	25,742.28	NA	NA
4000-Child Support Services Division	00013311	Trial Attorney	Villar,Traci J	0402B	123,335.00	25,407.01	NA	NA
4000-Child Support Services Division	00036686	Support Enforcement Manager	Hart-Wright,Mari-Christine Frances	0403B	116,921.79	24,085.89	NA	NA
4000-Child Support Services Division	00007836	Trial Attorney	LaFratta,Matthew D	0402B	115,895.00	23,874.37	NA	NA
4000-Child Support Services Division	00085498	SUPERVISORY TRIAL ATTORNEY	McIntyre,James K.	0402A	115,720.50	23,838.42	NA	NA
4000-Child Support Services Division	00002625	Trial Attorney	Louis-Fernand,Jalla-Anne S.	0403B	113,893.00	23,461.96	NA	NA
4000-Child Support Services Division	00009553	Policy Analyst	Latus,Justin	0403D	113,454.60	23,371.65	NA	NA
4000-Child Support Services Division	00006657	Trial Attorney	Benfield,Magda E	0401A	112,155.00	23,103.93	NA	NA
4000-Child Support Services Division	00012895	Attorney Advisor	Granby-Collins,Starr J	0403E	110,730.00	22,810.38	NA	NA
4000-Child Support Services Division	00034896	TRAINING COOR	Yates,Shirley Loretta	0403D	110,145.00	22,689.87	NA	NA
4000-Child Support Services Division	00036230	Trial Attorney	Johnson,Andrea E	0403B	104,404.00	21,507.22	NA	NA
4000-Child Support Services Division	00008533	Supv. Program Analyst	Johnson,Rocelia Harvey	0401A	102,891.18	21,195.58	NA	NA
4000-Child Support Services Division	00022373	Trial Attorney	Dorvil,Clivens	0401A	101,241.00	20,855.65	NA	NA
5100-Civil Litigation Division	00000139	Trial Attorney	Jackson,David	0051P	168,403.00	34,691.02	NA	NA
5100-Civil Litigation Division	00006831	Trial Attorney	Anderson,Steven J	0051Q	168,403.00	34,691.02	NA	NA
5100-Civil Litigation Division	00013723	Trial Attorney	Mullen,Martha J	0051Q	168,403.00	34,691.02	NA	NA
5100-Civil Litigation Division	00028275	Trial Attorney	Deberardinis,Robert A	0051P	168,403.00	34,691.02	NA	NA
5100-Civil Litigation Division	00017399	SUPERVISOR TRIAL ATTORNEY	Oxendine,Patricia A	0051O	162,825.28	33,542.01	NA	NA
5100-Civil Litigation Division	00010338	Trial Attorney	Porter,Veronica A	0051P	162,707.00	33,517.64	NA	NA
5100-Civil Litigation Division	00011215	SUPERVISOR TRIAL ATTORNEY	Valentine,George C	0051M	162,000.00	33,372.00	NA	NA
5100-Civil Litigation Division	00000414	SUPERVISOR TRIAL ATTORNEY	Pittman,Jonathan H.	0051M	161,117.94	33,190.30	NA	NA

**Office of the Attorney General**  
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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
5100-Civil Litigation Division	00010073	Trial Attorney	Featherstone,Kerslyn D	0051O	153,915.00	31,706.49	NA	NA
5100-Civil Litigation Division	00035802	SUPERVISORY TRIAL ATTORNEY	Knapp,Sarah L.	0051Q	151,940.00	31,299.64	NA	NA
5100-Civil Litigation Division	00001795	Trial Attorney	Karpinski,Alex	0051Q	140,727.00	28,989.76	NA	NA
5100-Civil Litigation Division	00090693	SUPERVISORY TRIAL ATTORNEY	Addo,Michael K.	0051M	136,960.00	28,213.76	NA	NA
5100-Civil Litigation Division	00012844	Trial Attorney	Donkor,Patricia B.	0051P	134,595.00	27,726.57	NA	NA
5100-Civil Litigation Division	00032380	Trial Attorney	George,Laura A.	0051P	117,056.00	24,113.54	NA	NA
5100-Civil Litigation Division	00045614	Trial Attorney	Coppock,Akua D	0051O	104,404.00	21,507.22	NA	NA
5100-Civil Litigation Division	00025451	Trial Attorney	Cullen,Alicia M.	0051O	101,241.00	20,855.65	NA	NA
5200-Public Interest Division	00002278	SUPERVISORY TRIAL ATTORNEY	Gere,Elizabeth Sarah	0052K	176,452.63	36,349.24	NA	NA
5200-Public Interest Division	00008198	Trial Attorney	Phillips,E Louise r	0052B	168,403.00	34,691.02	NA	NA
5200-Public Interest Division	00010820	Trial Attorney	Zaniel,Maureen Wolf	0052B	168,403.00	34,691.02	NA	NA
5200-Public Interest Division	00004843	SUPERVISOR TRIAL ATTORNEY	Johnson,Kimberly Matthews	0052L	165,699.23	34,134.04	NA	NA
5200-Public Interest Division	00012002	Trial Attorney	Saindon,Andrew J	0052A	162,707.00	33,517.64	NA	NA
5200-Public Interest Division	00043093	Trial Attorney	Drumme,Jane	0052K	153,915.00	31,706.49	NA	NA
5200-Public Interest Division	00005113	Trial Attorney	Schreiber,Sheila R	0052L	149,519.00	30,800.91	NA	NA
5200-Public Interest Division	00013293	SUPERVISORY TRIAL ATTORNEY	Jackson,Toni M	0052A	146,151.69	30,107.25	NA	NA
5200-Public Interest Division	00087646	Trial Attorney	Weinberg,Wendy J	0052A	145,123.00	29,895.34	NA	NA
5200-Public Interest Division	00000547	SUPERVISOR TRIAL ATTORNEY	Copeland,Chad	0052K	142,113.00	29,275.28	NA	NA
5200-Public Interest Division	00011915	Trial Attorney	Adams,Walter E ii	0052B	134,595.00	27,726.57	NA	NA
5200-Public Interest Division	00012032	Trial Attorney	Caldwell,Brian R	0052K	134,595.00	27,726.57	NA	NA
5200-Public Interest Division	00011173	SUPERVISOR TRIAL ATTORNEY	Glover,Eric S.	0052B	133,780.21	27,558.72	NA	NA
5200-Public Interest Division	00034014	Trial Attorney	Rivero,Fernando	0052B	130,855.00	26,956.13	NA	NA
5200-Public Interest Division	00075159	Trial Attorney	Yong,Esther C	0052A	123,375.00	25,415.25	NA	NA
5200-Public Interest Division	00011648	Trial Attorney	Johnson,Eric U.	0052A	113,893.00	23,461.96	NA	NA
5200-Public Interest Division	00011752	Trial Attorney	Baer,Brett A.	0052L	112,155.00	23,103.93	NA	NA
5200-Public Interest Division	00001782	Trial Attorney	Shapiro,Zachary Isaac	0052B	107,567.00	22,158.80	NA	NA
5200-Public Interest Division	00001972	Trial Attorney	Amarillas,Fernando	0052A	107,567.00	22,158.80	NA	NA
5200-Public Interest Division	00077716	Trial Attorney	Blecher,Matthew R.	0052A	107,567.00	22,158.80	NA	NA
5200-Public Interest Division	00000200	Trial Attorney	Tilghman,Michael A	0052A	104,404.00	21,507.22	NA	NA
5200-Public Interest Division	00041999	Trial Attorney	Gephardt,Christine L.	0052B	101,241.00	20,855.65	NA	NA
5200-Public Interest Division	00085034	Trial Attorney	Barnes,Rebecca P	0052L	101,241.00	20,855.65	NA	NA
5300-Office of Consumer Protection	00087643	SUPERVISORY ATTORNEY ADVISOR	Ziperman,Philip David	0053A	160,873.43	33,139.93	NA	NA
5300-Office of Consumer Protection	00087644	SUPERVISORY TRIAL ATTORNEY	Rock,Jimmy R.	0053A	137,000.00	28,222.00	NA	NA
5300-Office of Consumer Protection	00002477	Trial Attorney	Tan,Gary M.	0053A	134,595.00	27,726.57	NA	NA
5300-Office of Consumer Protection	00045359	Trial Attorney	Jackson,Catherine A.	0053A	134,595.00	27,726.57	NA	NA
6100-Public Safety Division	00002509	SUPERVISORY TRIAL ATTORNEY	Meekins,Tamar M.	0061M	169,000.00	34,814.00	NA	NA
6100-Public Safety Division	00001129	Attorney Advisor	Rosenthal,David	0061M	168,403.00	34,691.02	NA	NA
6100-Public Safety Division	00013271	Trial Attorney	Leighton,Scott M	0061B	162,707.00	33,517.64	NA	NA
6100-Public Safety Division	00007572	Attorney Advisor	Gajwani,Seema	0061M	158,311.00	32,612.07	NA	NA
6100-Public Safety Division	00001884	Trial Attorney	Zirpoli,D Andrew	0061B	153,915.00	31,706.49	NA	NA
6100-Public Safety Division	00026925	SUPERVISORY TRIAL ATTORNEY	Washington,Alicia D	0061M	153,459.85	31,612.73	NA	NA
6100-Public Safety Division	00006279	Trial Attorney	Reid,Rachele G	0061M	145,123.00	29,895.34	NA	NA
6100-Public Safety Division	00039166	Trial Attorney	Foster,Chad B	0061B	140,727.00	28,989.76	NA	NA
6100-Public Safety Division	00027748	Trial Attorney	Tildon,Rhonda	0061O	138,335.00	28,497.01	NA	NA
6100-Public Safety Division	00001885	Trial Attorney	Steiner Smith,Maria C	0061N	130,855.00	26,956.13	NA	NA
6100-Public Safety Division	00002435	Trial Attorney	Pierce,Tanya T	0061A	127,115.00	26,185.69	NA	NA
6100-Public Safety Division	00009729	Trial Attorney	Browning,Kristina L	0061B	127,115.00	26,185.69	NA	NA
6100-Public Safety Division	00043699	Trial Attorney	O'Connor,Mary Connaught	0061A	127,115.00	26,185.69	NA	NA
6100-Public Safety Division	00072068	Trial Attorney	Shear,Melissa Gail	0061A	127,115.00	26,185.69	NA	NA

**Office of the Attorney General**  
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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
6100-Public Safety Division	00001438	SUPERVISORY TRIAL ATTORNEY	Holder,Rosamund Ic	0061O	125,354.19	25,822.96	NA	NA
6100-Public Safety Division	00013563	SUPERVISORY TRIAL ATTORNEY	Bechtol,Janese M	0061N	124,379.06	25,622.09	NA	NA
6100-Public Safety Division	00013103	Trial Attorney	Connell,Sarah Cynthia	0061N	123,375.00	25,415.25	NA	NA
6100-Public Safety Division	00046144	Trial Attorney	Seshadri,Sheila	0061B	123,375.00	25,415.25	NA	NA
6100-Public Safety Division	00000889	SUPERVISORY TRIAL ATTORNEY	Sonenberg,Santha	0061B	123,050.00	25,348.30	NA	NA
6100-Public Safety Division	00014850	SUPERVISOR TRIAL ATTORNEY	Saba III,George Peter	0061A	122,704.39	25,277.10	NA	NA
6100-Public Safety Division	00039167	Trial Attorney	Berry,Kimberly	0061B	120,219.00	24,765.11	NA	NA
6100-Public Safety Division	00087647	Attorney Advisor	Chesser,Barbara Katenbrink	0061M	119,635.00	24,644.81	NA	NA
6100-Public Safety Division	00000914	SUPERVISORY TRIAL ATTORNEY	Monroe,Linda E.	0061B	117,464.31	24,197.65	NA	NA
6100-Public Safety Division	00085232	Trial Attorney	Trouth,Oritsejemine E	0061A	113,893.00	23,461.96	NA	NA
6100-Public Safety Division	00032955	Victim/Witness Program Special	Mcclain,Jeinine R	0061D	112,956.00	23,268.94	NA	NA
6100-Public Safety Division	00011882	Trial Attorney	Leighton,Bayly Kirlin	0061A	112,155.00	23,103.93	NA	NA
6100-Public Safety Division	00032310	Trial Attorney	Kim,Brian	0061A	112,155.00	23,103.93	NA	NA
6100-Public Safety Division	00073391	Trial Attorney	Guest,Roseline Tonia	0061N	110,730.00	22,810.38	NA	NA
6100-Public Safety Division	00008483	SUPERVISOR TRIAL ATTORNEY	Jones,Christina M.	0061D	108,478.00	22,346.47	NA	NA
6100-Public Safety Division	00043718	SUPERVISORY TRIAL ATTORNEY	Marrero,Jose M.	0061A	108,478.00	22,346.47	NA	NA
6100-Public Safety Division	00010686	Trial Attorney	Hersh,Michelle G	0061B	107,567.00	22,158.80	NA	NA
6100-Public Safety Division	00045495	Trial Attorney	Boorman,Paige E.	0061B	107,567.00	22,158.80	NA	NA
6100-Public Safety Division	00006077	Trial Attorney	Korba,John F.	0061B	104,404.00	21,507.22	NA	NA
6100-Public Safety Division	00039339	Trial Attorney	Polli,Maura	0061B	104,404.00	21,507.22	NA	NA
6100-Public Safety Division	00008095	SUPERVISOR TRIAL ATTORNEY	Gomes,Sonya O	0061B	104,306.04	21,487.04	NA	NA
6100-Public Safety Division	00011519	Trial Attorney	Davie III,John L.	0061O	101,241.00	20,855.65	NA	NA
6100-Public Safety Division	00012508	Trial Attorney	Cargill,Jeffrey D.	0061B	101,241.00	20,855.65	NA	NA
6100-Public Safety Division	00039776	Trial Attorney	Weatherington,Argatonia Damonisha	0061D	101,241.00	20,855.65	NA	NA
6100-Public Safety Division	00039797	Trial Attorney	Devaney,John P.	0061B	101,241.00	20,855.65	NA	NA
6100-Public Safety Division	00082591	Trial Attorney	Turner,Tonya Johnyque	0061N	101,241.00	20,855.65	NA	NA
7000-Solicitor General Division	00011389	SUPERVISOR ATTORNEY ADVISOR	Kim,Todd S	007S3	175,869.07	36,229.03	NA	NA
7000-Solicitor General Division	00000945	Trial Attorney	Love,Richard Stuart	007S1	168,403.00	34,691.02	NA	NA
7000-Solicitor General Division	00001830	Trial Attorney	Sheppard,Janice Y	007S2	168,403.00	34,691.02	NA	NA
7000-Solicitor General Division	00002791	Trial Attorney	Wilson,Mary Larkin	007S1	168,403.00	34,691.02	NA	NA
7000-Solicitor General Division	00013388	Trial Attorney	Anderson,Stacy	007S1	168,403.00	34,691.02	NA	NA
7000-Solicitor General Division	00024366	Trial Attorney	Mckay,James C	007S1	168,403.00	34,691.02	NA	NA
7000-Solicitor General Division	00011873	SUPERVISORY TRIAL ATTORNEY	Alikhan,Loren L.	007S1	165,733.80	34,141.16	NA	NA
7000-Solicitor General Division	00008280	SUPERVISOR TRIAL ATTORNEY	Groce,Rosalyn C	007S2	161,502.90	33,269.60	NA	NA
7000-Solicitor General Division	00003144	Trial Attorney	Schifferle,Carl J	007S1	158,311.00	32,612.07	NA	NA
7000-Solicitor General Division	00009795	Trial Attorney	Lederstein,Jason	007S1	153,915.00	31,706.49	NA	NA
7000-Solicitor General Division	00013608	Trial Attorney	Johnson,Holly M	007S1	153,915.00	31,706.49	NA	NA
7000-Solicitor General Division	00028261	Trial Attorney	LEWIS,AISHA A.	007S3	123,375.00	25,415.25	NA	NA
7000-Solicitor General Division	00032315	Trial Attorney	Martorana,John D.	007S2	101,241.00	20,855.65	NA	NA
8100-Family Services Division	00002277	SUPERVISOR TRIAL ATTORNEY	Cullen,Erin M	0081D	145,000.00	29,870.00	NA	NA
8100-Family Services Division	00024676	Trial Attorney	Pittman,Lucy	0081D	138,335.00	28,497.01	NA	NA
8100-Family Services Division	00034847	Trial Attorney	Kaplan,Karen L	0081I	138,335.00	28,497.01	NA	NA
8100-Family Services Division	00007522	Trial Attorney	Lisas,Phillippa	0081G	134,595.00	27,726.57	NA	NA
8100-Family Services Division	00013910	Trial Attorney	Rancier,Kaitlin T	0081G	134,595.00	27,726.57	NA	NA
8100-Family Services Division	00013746	Trial Attorney	Beastrom,Clinton T	0081I	130,855.00	26,956.13	NA	NA
8100-Family Services Division	00011591	SUPERVISOR TRAIL ATTORNEY	PARKER,CHARMETRA L	0081G	127,201.53	26,203.52	NA	NA
8100-Family Services Division	00002700	SUPERVISOR TRIAL ATTORNEY	Soncini,Pamela	0081F	126,415.85	26,041.67	NA	NA
8100-Family Services Division	00023485	Trial Attorney	Magyar,Keely	0081H	123,335.00	25,407.01	NA	NA
8100-Family Services Division	00039355	SUPERVISOR TRIAL ATTORNEY	Stevens,Alice	0081I	121,980.00	25,127.88	NA	NA

**Office of the Attorney General**  
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Program	Posn Nbr	Title	Name	Activity	Salary	Benefits	Overtime	Bonus
8100-Family Services Division	00000106	Trial Attorney	Hancock,Jennifer V	0081H	120,219.00	24,765.11	NA	NA
8100-Family Services Division	00041450	Trial Attorney	Okoroma,Rhondalyn Primes	0081G	120,219.00	24,765.11	NA	NA
8100-Family Services Division	00000389	Trial Attorney	Nix,Lynsey R	0081H	119,635.00	24,644.81	NA	NA
8100-Family Services Division	00002268	Trial Attorney	Tilahun,Hilbret	0081F	119,635.00	24,644.81	NA	NA
8100-Family Services Division	00001038	Trial Attorney	Flucker,Aisha Braithwaite	0081H	117,056.00	24,113.54	NA	NA
8100-Family Services Division	00001950	Trial Attorney	Merecicky,Lilia R	0081I	117,056.00	24,113.54	NA	NA
8100-Family Services Division	00013629	Trial Attorney	Dejesus,Marinel M	0081G	117,056.00	24,113.54	NA	NA
8100-Family Services Division	00002158	Trial Attorney	Holloway,Angela	0081I	113,893.00	23,461.96	NA	NA
8100-Family Services Division	00044552	Trial Attorney	Prioleau,Rashida Wilson	0081G	113,893.00	23,461.96	NA	NA
8100-Family Services Division	00001186	Trial Attorney	Smith,Michael Allen	0081H	110,730.00	22,810.38	NA	NA
8100-Family Services Division	00003922	Trial Attorney	Blank,Stefanie D.	0081I	110,730.00	22,810.38	NA	NA
8100-Family Services Division	00027751	Trial Attorney	Tucker,Camille J	0081F	110,730.00	22,810.38	NA	NA
9200-Support Services Division	00001014	SUPERVISOR TRIAL ATTORNEY	Coaxum,Tarifah	0092A	178,399.00	36,750.19	NA	NA
9200-Support Services Division	00000478	SUPVY INVEST	Kelly,Andrew	0092B	110,110.81	22,682.83	NA	NA
9300-Office of the Attorney General	00002651	Deputy Attorney General	Ludaway,Natalie O.	0093A	198,378.00	40,865.87	NA	NA
9300-Office of the Attorney General	00002679	ATTORNEY GEN FOR DC	Racine,Karl A	0093A	190,000.00	39,140.00	NA	NA
9300-Office of the Attorney General	00018581	SUPERVISORY ATTORNEY ADVISOR	Wilkins,Elizabeth Wood Claytor	0093A	158,000.00	32,548.00	NA	NA
9300-Office of the Attorney General	00072069	SUPERVISORY ATTORNEY ADVISOR	Litos,Stephanie Evangelos	0093A	147,125.00	30,307.75	NA	NA
9300-Office of the Attorney General	00000736	Trial Attorney	Towns,James A	0093A	145,755.00	30,025.53	NA	NA
9300-Office of the Attorney General	00010060	SUPERVISORY ATTORNEY ADVISOR	Pittman Jr.,James A.	0093A	140,000.00	28,840.00	NA	NA
9300-Office of the Attorney General	00046297	Special Projects Officer	Markowska,Marta A.	0093A	137,917.00	28,410.90	NA	NA
9300-Office of the Attorney General	00003433	Director of Communications	Marus,Robert P	0093A	121,231.00	24,973.59	NA	NA
9300-Office of the Attorney General	00086146	Community Development Speciali	Williams,Lateefah S.	0093A	108,581.46	22,367.78	NA	NA
9300-Office of the Attorney General	00045627	Executive Assistant	Scott,Valerie Lynn	0093A	104,423.00	21,511.14	NA	NA



**Attachment in Response to Question 25  
Office of the Attorney General --Overtime**

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Name	Position Number	Title	Program Number	Activity Number	Salary	Fringe	Overtime
Leighton,Scott M	00013271	Trial Attorney	6100 - Public Safety	061B	155,118.00	31,954.31	25,265.57
Seshadri,Sheila	00046144	Trial Attorney	6100 - Public Safety	061B	105,564.00	21,746.18	6,899.10
Chester,Ronald J.	00044064	Trial Attorney	6100 - Public Safety	061A	93,500.00	19,261.00	5,922.11
Carter,Jamie L.	00039158	Trial Attorney	6100 - Public Safety	061A	90,484.00	18,639.70	4,608.90
O'Connor,Mary Connaught	00043699	Trial Attorney	6100 - Public Safety	061A	117,617.00	24,229.10	2,594.64
Lindemann,Bonnie V.	00085678	Trial Attorney	6100 - Public Safety	061B	90,484.00	18,639.70	2,033.54
Lewis,Brandon W	00001103	Trial Attorney	6100 - Public Safety	061A	67,717.00	13,949.70	1,953.38
Manfreda, Mary Elizabeth	00033861	Trial Attorney	6100 - Public Safety	061B	117,628.00	24,231.37	1,866.23
Narva,Jacob S.	00002253	Trial Attorney	6100 - Public Safety	061A	93,500.00	19,261.00	1,864.78
Foster,Chad B	00039166	Trial Attorney	6100 - Public Safety	061B	121,183.00	24,963.70	1,864.37
Leighton,Bayly Kirlin	00001407	Trial Attorney	6100 - Public Safety	061A	106,919.00	22,025.31	1,797.18
Trieu,Jessica	00077579	Trial Attorney	9300 - Office of the Attorney General	093A	52,469.00	10,808.61	1,740.54
Berry,Kimberly	00039167	Trial Attorney	6100 - Public Safety	061B	114,612.00	23,610.07	1,631.31
Hersh,Michelle G	00010686	Trial Attorney	6100 - Public Safety	061B	102,548.00	21,124.89	1,505.16
Browning,Kristina L	00009729	Trial Attorney	6100 - Public Safety	061B	121,183.00	24,963.70	1,370.83
Boorman,Paige E.	00045495	Trial Attorney	6100 - Public Safety	061B	102,548.00	21,124.89	1,331.15
Devaney,John P.	00039797	Trial Attorney	6100 - Public Safety	061B	96,516.00	19,882.30	1,110.03
Wilson,Randle Taylor	00077592	Trial Attorney	9300 - Office of the Attorney General	093A	52,469.00	10,808.61	945.96
Sankar,Kawaun Terrence	00077287	Trial Attorney	6100 - Public Safety	061B	93,500.00	19,261.00	943.99
Tress,David Vincent	00023060	Investigator	4000 - Child Support Services	402B	59,049.00	12,164.09	908.45
Shear,Melissa Gail	00072068	Trial Attorney	6100 - Public Safety	061A	117,617.00	24,229.10	765.16
Nix,Lynsey R	00000389	Trial Attorney	8100 - Family Services	081A	105,564.00	21,746.18	755.36
Magyar,Keely	00023485	Trial Attorney	8100 - Family Services	081A	117,628.00	24,231.37	746.78
Galasso,Patrick J.	00077574	Trial Attorney	6100 - Public Safety	061B	26,234.50	5,404.31	614.35
Zirpoli,D Andrew	00001884	Trial Attorney	6100 - Public Safety	061B	139,013.00	28,636.68	534.67
Rancier,Kaitlin T	00013910	Trial Attorney	8100 - Family Services	081A	242,230.00	49,899.38	479.81
Jeremiah,Stacy O.	00077580	Trial Attorney	9300 - Office of the Attorney General	093A	101,882.00	20,987.69	422.96
Zoberbier,Veronica A	00002344	Trial Attorney	6100 - Public Safety	061B	105,417.00	21,715.90	375.56
Bohlen,Rachel E.	00046443	Trial Attorney	6100 - Public Safety	061B	87,849.00	18,096.89	359.62
Korba,John F.	00006077	Trial Attorney	6100 - Public Safety	061B	90,777.00	18,700.06	337.14
Polli,Maura	00039339	Trial Attorney	6100 - Public Safety	061B	93,705.00	19,303.23	334.97
Linton,Kenneth E	00070224	Investigator	4000 - Child Support Services	402A	51,181.00	10,543.29	313.27
Anderson,Michael	00021739	Support Services Specialist	9200 - Support Services	092B	52,274.00	10,768.44	310.64
Marrero,Jose M.	00044191	Trial Attorney	6100 - Public Safety	061A	87,849.00	18,096.89	304.51
Cargill,Jeffrey D.	00012508	Trial Attorney	6100 - Public Safety	061B	90,777.00	18,700.06	278.41
Jenkins-Kearney,Debra L.	00011520	Trial Attorney	8100 - Family Services	081A	216,690.00	44,638.14	275.51
Green-Golan,Sarah	00077286	Trial Attorney	6100 - Public Safety	061A	73,869.00	15,217.01	274.34
Stevens,Alice	00032527	Trial Attorney	8100 - Family Services	081A	204,978.00	42,225.47	249.32
Blank,Stefanie D.	00003922	Trial Attorney	8100 - Family Services	081A	204,978.00	42,225.47	228.38
JOHNSON,DEBORAH L	00067568	Program Specialist	4000 - Child Support Services	403C	102,362.00	21,086.57	208.85
Tucker,Camille J	00027751	Trial Attorney	8100 - Family Services	081A	199,122.00	41,019.13	203.01
Hancock,Jennifer V	00000106	Trial Attorney	8100 - Family Services	081A	216,690.00	44,638.14	160.96
Flucker,Aisha Braithwaite	00001038	Trial Attorney	8100 - Family Services	081A	210,834.00	43,431.80	156.61

**Attachment in Response to Question 25  
Office of the Attorney General --Overtime**

Kohn,Rebecca P	00000661	Trial Attorney	8100 - Family Services	081A	152,666.00	31,449.20	113.40
Charlap,Emily Stehney	00009674	Policy Analyst	4000 - Child Support Services	402A	143,432.00	29,546.99	79.89
Prioleau,Rashida Wilson	00044552	Trial Attorney	8100 - Family Services	081A	105,417.00	21,715.90	78.30
<b>Grand Total</b>					<b>5,295,643.50</b>	<b>1,090,902.56</b>	<b>77,119.00</b>

**FY 17**

Name	Posn Nbr	Title	Program Number	Activity Number	Salary	Fringe	Overtime
Leighton,Scott M	00013271	Trial Attorney	6100 - Public Safety	061B	162,707.00	33,517.64	6,199.62
Foster,Chad B	00039166	Trial Attorney	6100 - Public Safety	061B	140,727.00	28,989.76	1,799.05
Carter,Jamie L.	00039158	Trial Attorney	6100 - Public Safety	061A	98,078.00	20,204.07	1,780.11
Berry,Kimberly	00039167	Trial Attorney	6100 - Public Safety	061B	120,219.00	24,765.11	1,657.25
Bizzell,Jerome	00008026	SUPV SUPP ENFORCEMENT SPEC	4000 - Child Support Services	402A	86,660.00	17,851.96	1,562.40
Wilson,Randle Taylor	00077592	Trial Attorney	6100 - Public Safety	403C	55,036.00	11,337.42	1,210.02
Trieu,Jessica	00092087	Trial Attorney	6100 - Public Safety	061M	79,810.00	16,440.86	1,144.49
Perry,Stephanie A.	00008482	SUPV SUPP ENFORCEMENT SPEC	4000 - Child Support Services	401A	86,660.00	17,851.96	999.90
Devaney,John P.	00039797	Trial Attorney	6100 - Public Safety	061B	101,241.00	20,855.65	973.47
Bohlen,Rachel E.	00046443	Trial Attorney	6100 - Public Safety	061B	98,078.00	20,204.07	707.30
Sankar, Kawaun Terrence	00077287	Trial Attorney	6100 - Public Safety	061B	98,078.00	20,204.07	707.30
O'Connor,Mary Connaught	00043699	Trial Attorney	6100 - Public Safety	061A	127,115.00	26,185.69	703.67
Lindemann,Bonnie V.	00085678	Trial Attorney	6100 - Public Safety	061B	94,915.00	19,552.49	638.86
Zirpoli,D Andrew	00001884	Trial Attorney	6100 - Public Safety	061B	153,915.00	31,706.49	591.98
Browning,Kristina L	00009729	Trial Attorney	6100 - Public Safety	061B	127,115.00	26,185.69	488.90
Seshadri,Sheila	00046144	Trial Attorney	6100 - Public Safety	061B	123,375.00	25,415.25	415.20
Kim,Brian	00032310	Trial Attorney	6100 - Public Safety	061A	112,155.00	23,103.93	404.57
Shear,Melissa Gail	00072068	Trial Attorney	6100 - Public Safety	061A	127,115.00	26,185.69	395.83
Chester,Ronald J.	00044064	Trial Attorney	6100 - Public Safety	061A	98,078.00	20,204.07	377.22
Anderson,Michael	00021739	Support Services Specialist	9200 - Support Services	092A	59,189.00	12,192.93	341.48
Cargill,Jeffrey D.	00012508	Trial Attorney	6100 - Public Safety	061B	101,241.00	20,855.65	340.71
Magyar,Keely	00023485	Trial Attorney	8100 - Family Services	081H	123,335.00	25,407.01	296.48
Hersh,Michelle G	00010686	Trial Attorney	6100 - Public Safety	061B	107,567.00	22,158.80	295.81
Narva,Jacob S.	00002253	Trial Attorney	6100 - Public Safety	061A	98,078.00	20,204.07	282.92
Williams,Vivian Marie	00028298	PROGRAM ANALYST	4000- Child Support Services	403C	76,082.00	15,672.89	259.13
Akinkoye,Kemiade	00087264	ROGRAM SUPPORT ASSISTANT C	9200 - Support Services	092A	39,457.00	8,128.14	227.64
McDonald,Leroy G	00003435	Investigator	4000 - Child Support Services	402A	57,559.00	11,857.15	221.38
Wood,Kirsten Kelly	00020806	Trial Attorney	8100- Family Services	081F	94,915.00	19,552.49	174.01
Prioleau,Rashida Wilson	00044552	Trial Attorney	8100 - Family Services	081G	113,893.00	23,461.96	109.51
<b>Grand Total</b>					<b>2,962,393.00</b>	<b>610,252.96</b>	<b>25,306.21</b>

**MASTER AGREEMENT**

**BETWEEN**

**THE AMERICAN FEDERATION OF STATE,  
COUNTY AND MUNICIPAL EMPLOYEES,  
DISTRICT COUNCIL 20,  
AFL-CIO**

**AND**

**THE GOVERNMENT OF THE  
DISTRICT OF COLUMBIA**

**EFFECTIVE THROUGH SEPTEMBER 30, 2010**

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## **PREAMBLE**

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title I, Chapter 6, Subchapter 1, D.C. Official Code § 1-601.02) states that the Council of the District of Columbia declares that it is the purpose and policy of this act to assure that the District of Columbia Government shall have a modern flexible system of public personnel administration, which shall “provide for a positive policy of labor-management relations including collective bargaining between the District of Columbia and its employees . . . .”

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.01) states [t]he District of Columbia Government finds and declares that an effective collective bargaining process is in the general public interest and will improve the morale of public employees and the quality of service to the public.

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.01(b) provides for collective bargaining between the Mayor of the District of Columbia and labor organizations accorded exclusive recognition for employee representation for employees of the District of Columbia Government.

Pursuant to the District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.10), various local unions or District Council 20 of the American Federation of State, County and Municipal Employees, AFL-CIO, (herein “AFSCME” or the “Union”) have been certified and/or recognized as the exclusive collective bargaining agent for employees of the District of Columbia Government (hereinafter the “District” or the “Employer”).

Accordingly, AFSCME and the District enter into this Agreement, which shall have as its purposes:

- (1) Promotion of a positive policy of labor-management relations between the District of Columbia Government and its employees;
- (2) Improvement of morale of employees in service to the District of Columbia Government;
- (3) Enhancement of the quality of public service to the citizens of the District of Columbia;
- (4) Creation of a government that works better; and
- (5) Promotion of the rights of District of Columbia Government employees to express their views without fear of retaliation.

AFSCME and the District of Columbia Government declare that each party has been afforded the opportunity to put forth all its non-compensation proposals and to bargain in good faith. Both parties agree that this Agreement is the result of their collective bargaining and each party affirms its contents without reservation. This Preamble is intended to provide the background and purpose of the Collective Bargaining Agreement. Alleged violations of the Preamble per se will not be cited as contract violations.

## **ARTICLE 1**

### **RECOGNITION**

#### **Section 1 – Recognition:**

The District of Columbia Government (hereinafter referred to as the “District” or “Employer”) hereby recognizes as the sole and exclusive representative for the purpose of collective bargaining, the American Federation of State, County and Municipal Employees, AFL-CIO, District of Columbia District Council 20, and its affiliated Local Unions (hereinafter referred to collectively as the "Union" or "AFSCME") for each of the bargaining units under the personnel authority of the Mayor for which AFSCME is the certified collective bargaining representative.

#### **Section 2 - Bargaining Units Descriptions:**

This Agreement may also include agencies with independent personnel authority if they have executed an addendum opting to be covered by the provisions herein.

#### **Section 3 - Coverage:**

AFSCME, the certified exclusive representative of all employees in the bargaining unit referenced above, shall be responsible for representing the interests of employees in the units without discrimination as to membership; provided, however, that an employee who does not pay dues or service fees may be required by the Union to pay reasonable costs for personal representation.

#### **Section 4 – New Units:**

Bargaining units of employees under the administrative jurisdiction of the Mayor of the District of Columbia certified during the term of this Agreement shall be covered by the provisions of this Agreement, if agreed to by the parties.

#### **Section 5 – Unit Clarification(s):**

The Union and the Employer shall file a Joint Petition with the Public Employee Relations Board (hereinafter referenced as PERB) to clarify and correct inaccuracies contained on the current unit certifications. Prior to filing of the joint petition, the Union and Employer shall confer on the revised unit descriptions.

## **ARTICLE 2**

### **MANAGEMENT RIGHTS**

#### **Section 1 – Management Rights in Accordance with the Comprehensive Merit Personnel Act (CMPA):**

(a) Management's rights shall be administered consistent with D.C. Official Code §1-617.08, 2001 edition as amended.

(b) All matters shall be deemed negotiable except those that are proscribed by this subchapter. Negotiations concerning compensation are authorized to the extent provided in Sections 1-617.16 and 1-617.17.

#### **Section 2 - Impact of the Exercise of Management Rights:**

Management rights are not subject to negotiations; however, in the Employer's exercise of such rights, the Union may request the opportunity to bargain the impact and effects, where there has been an adverse impact upon employees regarding terms and conditions of employment.

## **ARTICLE 3**

### **UNION RIGHTS AND SECURITY**

#### **Section 1 – Exclusive Agent:**

The District shall not negotiate with any other employee organization or group with reference to terms and/or conditions of employment for employees represented by AFSCME. AFSCME shall have the right of unchallenged representation in its bargaining units for the duration of this Agreement in accordance with PERB Interim Rules, Section 502.9(b).

#### **Section 2 – Meeting Space:**

Upon request at least one day in advance, the Employer will provide meeting space as available for bargaining unit business. Except as provided elsewhere in this Agreement, meetings will be held on the non-work time of all employees attending the meetings. The Union will be responsible for maintaining decorum at meetings on the Employer's premises and for restoring the space to the same condition to which it existed prior to the meetings.

#### **Section 3 – Access to Employees:**

The Union shall have access to all new and rehired employees to explain Union membership, services and programs. Such access shall occur during either a formal orientation session or upon

such employees' reporting to their work site within thirty (30) calendar days of employees' appointment or reappointment.

#### **Section 4 - Dues Checkoff:**

The Employer agrees to deduct union dues bi-weekly from the pay of employee members upon proper authorization. The employee must complete and sign Form 277 to authorize the withholding. The amount to be deducted shall be certified to the Employer in writing by the appropriate official of District Council 20. It is the responsibility of the employee and the Union to bring errors or changes in status to the attention of the Employer. Corrections or changes will be made at the earliest opportunity after notification is received but in no case will changes be made retroactively. Union dues withholding authorization may be cancelled upon written notification to the Union and the Employer within the thirty (30) calendar day period prior to the anniversary date of this Agreement. When Union dues are cancelled, the Employer shall withhold a service fee in accordance with Section 5 of this Article.

#### **Section 5 - Service Fees:**

In keeping with the principle that employees who benefit by the Agreement should share in the cost of its administration, the Union shall require that employees who do not pay Union dues shall pay an amount (not to exceed Union dues) that represents the cost of negotiation and/or representation. Such deductions shall be allowed when the Union presents evidence that at least 51% of the employees in the unit are members of the Union.

#### **Section 6 – Cost of Processing:**

The Employer shall deduct \$.05 per deduction (dues or service fee) per pay period from each employee who has dues or service fees deducted. This amount represents the fair value of the cost to the Employer for performing the administrative services and is payable to the Office of Labor Relations and Collective Bargaining.

#### **Section 7 - Hold Harmless:**

The Union shall indemnify, defend and hold the Employer harmless against any and all claims, demands and other forms of liability, which may arise from the operation of this Article. In any case in which a judgment is entered against the Employer as a result of the deduction of dues or other fees, the amount held to be improperly deducted from an employee's pay and actually transferred to the Union by the Employer, shall be returned to the Employer or conveyed by the Union to the employee(s), as appropriate.



## **ARTICLE 4**

### **LABOR-MANAGEMENT MEETINGS**

#### **Section 1 – Labor-Management Partnerships:**

Consistent with the principles of the D.C. Labor-Management Partnership Council, the parties agree to establish and support appropriate partnerships within the individual agencies covered by this Agreement. The purpose of such partnership will be to promote labor-management cooperation within a high-quality work environment designed to improve the quality of services delivered to the public.

Agency partnership should ordinarily be made up of equal numbers of high-level officials of labor and management who will meet regularly to consider such issues as they choose to discuss. Decisions by the partnership are by consensus only.

#### **Section 2 – Labor-Management Contract Review Committee:**

Appropriate high-level management and union representatives shall meet at least monthly, at either party's request, to discuss problems covering the implementation of this Agreement. The findings and recommendations of the Contract Review Committee will be referred to the Director for action. The Director or his/her designee shall respond in writing to any written finding and recommendation of the committee within a reasonable period.

## **ARTICLE 5**

### **DISCRIMINATION**

#### **Section 1 – General Provisions:**

The Employer agrees that it will not in any way discriminate against any employee because of his/her membership or affiliation in or with the Union or service in any capacity on behalf of the Union. Each employee of the District Government has the right, freely and without fear of penalty or reprisal:

- (1) To form, join and assist a labor organization or to refrain from this activity;
- (2) To engage in collective bargaining concerning terms and conditions of employment, as may be appropriate under this law and rules and regulations through a duly designated majority representative; and,
- (3) To be protected in the exercise of these rights.

Neither party to this Agreement will discriminate against any employee with regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, physical handicap, political affiliation, or as otherwise provided by law.

### **Section 2 – Equal Employment Practices:**

The Employer agrees to vigorously continue the implementation of its Equal Employment opportunity Program as approved by the Director, D.C. Office of Human Rights. For the purpose of this Agreement, the Department/Agency's Affirmative Action Plan will be observed. Progress reports will be sent to the Union periodically as to the implementation of the Affirmative Action Plan.

The Union shall designate an Affirmative Action Coordinator who shall, upon request, attend meetings of the Department's Affirmative Action Counselors, and be permitted to meet with Department EEO officials to discuss implementation of the Affirmative Action Plan including Departmental policies and programs.

Vacancy Announcements for Departmental vacancies shall be posted at all work locations. One copy of the notice shall be supplied to appropriate Union Shop Stewards.

### **Section 3 – Discrimination Charges:**

Any charges of discrimination shall be considered by the appropriate administrative agency having jurisdiction over the matter and shall therefore not be subject to the negotiated grievance procedure.

## **ARTICLE 6**

### **UNION RIGHTS AND RESPONSIBILITIES**

### **Section 1 – Union Stewards:**

Union Stewards shall be designated by the Union and shall be recognized as employee representatives. Union Stewards shall be employed at the same work area or shift as employees they are designated to represent. When a union steward is transferred by an action of management (not including promotion or transfer at the employee's request), the steward may continue to act as a steward for his/her former work site for a period not to exceed 45 days from original notification. The Union will supply the Employer with lists of stewards' names, which shall be posted on appropriate bulletin boards. The Union shall notify the Employer of changes in the roster of Stewards. Stewards are authorized to perform and discharge union duties and responsibilities, which may be assigned to them under the terms of this Agreement.

## **Section 2 – Performance of Duties:**

Stewards shall obtain permission from their immediate supervisors prior to leaving their work assignments to properly and expeditiously carry out their duties during a reasonable amount of official time to be estimated in advance whenever possible. Before attempting to see an employee, the Steward will obtain permission from the employee's supervisor. Such permission will be granted unless the employee cannot be immediately relieved from his assigned duties, in which case permission will be granted as soon as possible thereafter. If the immediate supervisor is unavailable, permission will be requested from the next highest level of supervision. Requests by Stewards for permission to meet with employees and/or by employees to meet with Stewards will not require prior explanation to the supervisor of the problems involved other than to identify the area to be visited and the general purpose of the visit i.e., grievance investigation, labor-management meetings, negotiation sessions, etc.

A Steward thus engaged will report back to his/her supervisor on completion of such duties and return to their job. The employer agrees that there shall be no restraint, interference, coercion, or discrimination against a Steward in the performance of such duties.

## **Section 3 – Union Activities on Employer's Time and Premises:**

The Employer agrees that during working hours, on the Employer's premises and without loss of pay, in accordance with Article 6 of this Agreement, Union representatives shall be allowed to:

- A. Post Union notices on designated Union bulletin boards (with a copy given to the Employer);
- B. Attend negotiation meetings;
- C. Transmit communications authorized by the District Council and Local Union or its officers to the Employer or his/her representative;
- D. Consult with the Employer or his/her representative, District Council and Local Union Officers, other Union representatives or employers, concerning the enforcement of any provisions of this Agreement, and other Labor-Management activities. Official time does not include internal Union activities; and
- E. Solicitation of Union membership and distribution of literature shall be confined to the non-working time of all employees involved and out of sight of the public.

## **Section 4 – Visits by Union Representatives:**

The Employer agrees that representatives of the American Federation of State, County and Municipal Employees whether local, Union representatives, District council representatives, or

International representatives shall have full and free access except in secured areas, to the premises of the Employer at any time during working hours to conduct Union business. Advance notification will be given to the appropriate supervisor of the facility to be visited to permit scheduling that will cause minimal disruption of the work activities.

**Section 5 – Union Insignia:**

The Employer agrees that the employee has a right to participate and identify with the Union as his/her representative in collective bargaining matters; therefore, the Employer agrees that such identification devices as emblems, buttons and pins supplied by the Union to the employees within the bargaining unit may be worn on their uniforms, except for uniformed police.

**Section 6 – Official Time:**

Union representatives who engage in labor management activities during working hours shall indicate on the "Official Time Report" the activity performed. No Union representative will be disadvantaged in the assessment of his/her performance based on use of documented official time while conducting labor management business.

## Page 1 of 2

to:

**Organization (Agency, Division, Branch)**[illegible]

1	Labor negotiations.
2	Contacts between employee representatives and employees provided for in the negotiated grievance procedure.
3	Grievance meetings and arbitration hearings.
4	Disciplinary or adverse action meetings, if the Union is designated as representative of the employee.
5	Attendance at an examination of an employee who reasonably believe he or she may be the subject of a disciplinary or adverse action and the employee has requested representation.
6	Attendance at board or other committee meetings on which the Union representatives are authorized membership by the Employer or the Agreement.
7	Attendance at meetings between the Employer and the Union.
8	Attendance at agency recognized/sponsored activities to which the Union has been invited.

Distribution: Original to Office of Labor Relations & Collective Bargaining  
Copy kept by Supervisor & Union Representative

## **ARTICLE 7**

### **DISCIPLINE**

#### **Section 1:**

Discipline shall be imposed for cause, as provided in the D.C. Official Code § 1-616.51 (2001 ed.).

#### **Section 2:**

For the purposes of this Article, discipline shall include the following:

- a. **Corrective Actions:** Written reprimands or suspensions of nine (9) days or less;
- b. **Adverse Actions:** Removal, suspension for more than nine (9) days; or a reduction in rank or grade or pay for cause.

#### **Section 3:**

Discipline will be appropriate to the circumstances, and shall be primarily corrective, rather than punitive in nature. After discovery of the incident, the investigations shall be conducted in a timely manner and discipline shall be imposed upon the conclusion of any investigation or the gathering of any required documents, consistent with the principle of progressive discipline and D.C. Office of Personnel regulations.

#### **Section 4:**

If a supervisor has reason to discipline an employee, it shall be done in a manner that will not embarrass the employee before other employees or the public.

#### **Section 5:**

Unless there is a reasonable cause to believe that an employee's conduct is an immediate hazard to the agency, the employee or other employees, or is detrimental to public health, safety or welfare, an employee against whom adverse action is proposed shall be entitled to at least thirty (30) days advance written notice of proposed adverse action (or fifteen (15) days if corrective action is proposed). The notice will identify the causes and the reasons for the proposed action.

#### **Section 6:**

Recognizing that the Union is the exclusive representative of the employees in the bargaining unit, the Department shall in good faith attempt to notify the Union of proposed disciplinary actions. Each Department shall notify the union of the method of notification. Further the Employer agrees

to notify the employee of his or her right to representation in corrective or adverse actions. The material upon which the proposed discipline is based shall be made available to the employee and his/her authorized representatives for review. The employee or his/her authorized representative will be entitled to receive a copy of the material upon written request.

Any information that cannot be disclosed to the employee, his representative, or physician shall not be used to support the proposed action.

**Section 7:**

Except in the special circumstances referred to in Section 5 above, an employee shall be entitled to at least ten (10) workdays to answer the notice of proposed corrective or adverse action. If the proposed action is removal, the employee shall upon request, be granted an opportunity to be heard prior to a final decision. This opportunity to be heard shall be afforded by a person designated by the agency head. This person shall not be in the supervisory chain between the proposing and/or deciding official(s) and shall not be subordinate to the proposing official. This person shall review the employee's answer, discuss the proposed action with the employee and/or his representative and appropriate representatives of the Employer and make a recommendation to the deciding official who will act upon the recommendation, as he/she deems proper.

**Section 8:**

The person proposing a disciplinary action shall not be the deciding official unless the proposing official is the agency head or Director of Personnel.

**Section 9:**

Except in the special circumstances referred to in Section 5 above, an employee against whom a corrective or adverse action has been proposed shall be kept in an active duty status during the notice period.

**Section 10:**

The deciding official shall issue a written decision within forty-five (45) calendar days from the date of receipt of the notice of proposed action which shall withdraw the notice of proposed action or sustain the proposed action in whole or in part. The forty-five (45) day period for issuing a final decision may be extended by agreement of the employee and the deciding official. If the proposed action is sustained in whole or in part, the written decision shall identify which causes have been sustained and which have been dismissed, describe whether the proposal penalty has been sustained or reduced and inform the employee of his or her right to appeal or grieve the decision, and the right to be represented. The final decision shall also specify the effective date of this action.



**Section 11:**

In any circumstance in which the Employer has reasonable cause to believe that an employee's conduct is an immediate hazard to the employing agency, to the employee involved or other employees, or is detrimental to public health, safety or welfare the Employer may place an employee on administrative leave whether or not notice of proposed action has been given to the employee.

**Section 12:**

Notice of final decision, dated and signed by the deciding official, shall be delivered to the employee on or before the time the action is effective. If the employee is not in a duty status at that time, the notice shall be sent to the employee's last known address by certified or registered mail.

**Section 13:**

Except as provided in Section 14 of this Article, employees may grieve actions through the negotiated grievance procedure, or appeal to the office of Employee Appeals (OEA) in accordance with OEA regulations but not both. Once the employee has selected the review procedure, that choice shall be the exclusive method of review.

**Section 14:**

The removal of an employee during his or her probationary period is neither grievable nor appealable and shall be done in accordance with the DPM.

**Section 15:**

If a final decision is grieved through the negotiated grievance procedure a written grievance shall be filed with the deciding official within fifteen (15) workdays after the effective date of the action.

**Section 16 – Troubled Employees:**

In appropriate cases, consideration shall be given to correcting the problem through the D.C. Consultation and Counseling Service. When the District implements a new employee assistance program, this shall take the place of the D.C. Consultation and Counseling Service.

**Section 17:**

Whenever an employee is questioned by a supervisor with respect to a matter for which a disciplinary action is intended against the employee, the employee may, upon request, consult with a union official or other representative. Upon such request, the supervisor will stop the questioning until the employee can consult with such representative, but in no event will such questioning be

delayed beyond the end of the employee's following shift. When and if questioning is resumed, an employee may have a union official or other representative present.

## **ARTICLE 8**

### **TRAINING AND CAREER LADDER**

#### **Section 1 – Basic Training:**

Other than skills necessary to qualify for the position, the Employer agrees to provide each employee with basic training or orientation for the safe and effective performance of his/her job. Such training shall be provided at the Employer's expense and, if possible, during the employee's regular workday. If the employee is required to participate in training outside of regular work hours, the employee will be compensated in accordance with the Compensation Units 1 and 2 Agreement. Continued training shall be within budgetary constraints.

#### **Section 2 - Continued Training Opportunities:**

The Employer will encourage and assist employees in obtaining career related training and education outside the Department by collecting and posting current information available on training and educational opportunities. The Employer will inform employees of time or expense assistance the Employer may be able to provide.

#### **Section 3 - Career Ladder:**

The parties recognize and endorse the value of employee training and career ladder programs. Both parties subscribe to the principles of providing career development opportunities for employees who demonstrate potential for advancement. The feasibility of upward mobility and training programs for unit employees shall be a proper subject for labor-management meetings. Career ladder promotions when effected, shall be in accordance with DPM Chapter 8, Part II, Subpart 8, and Appendix A.

#### **Section 4 - Experience Verification:**

When an institution of higher learning provides credit for on-the-job experience, the Employer will, at the request of the employee, provide pertinent information to verify the employee's experience with the District. The employee shall provide the relevant documents and information necessary for the release of the employee's information to the relevant institution.

#### **Section 5 - Union Sponsored Career Advancement Programs:**

Management and the Union support the objective of meaningful career advancement for District Government workers in the areas of promotion, transfers and filling of vacancies. In keeping with this objective, the Union will investigate and develop programs to enhance opportunities for

career advancement such as: career counseling services; placement of career planning resource materials on site; correspondence course arrangements with area colleges, universities, vocational and technical schools; and workshops on resume writing and interview skills.

Programs that are developed will be presented and discussed during appropriate labor-management committee meetings for review and consideration.

## **ARTICLE 9**

### **SAFETY AND HEALTH**

#### **Section 1 - Working Conditions:**

A. The District shall provide and maintain safe and healthful working conditions for all employees as required by applicable laws. It is understood that the District may exceed standards established by regulations consistent with the objectives set by law. The Employer will make every effort to provide and maintain safe working conditions. AFSCME will cooperate in these efforts by encouraging its members to work in a safe manner and to obey established safety practices and regulations.

B. Matters involving safety and health will be governed by the D.C. Occupational Safety and Health Plan in accordance with Subchapter XXI of the Comprehensive Merit Personnel Act (1980, as amended). The District will promptly make every effort to qualify its plan under the Occupational Safety and Health Administration (OSHA) as established by the U.S. Department of Labor.

C. The District shall furnish and maintain each work place in accordance with standards provided within this Section.

#### **Section 2 - Employees Working Alone:**

Employees shall not be required to work alone in areas beyond the call, observation or periodic check of others where dangerous chemicals, explosives, toxic gases, radiation, laser light, high voltage or rotary machinery are to be handled, or in known dangerous situations whenever the health and safety of an employee would be endangered by working alone.

#### **Section 3 - Corrective Actions:**

A. If an employee observes a condition, which he or she, believes to be unsafe, the employee should report the condition to the immediate supervisor.

B. If the supervisor and employee agree that a condition constitutes an immediate hazard to the health and safety of the employee, the supervisor shall take immediate precautions to protect the employee.

C. If the supervisor and employee do not agree that a condition constitutes an immediate hazard to the health and safety of the employee, the matter may be immediately referred by the employee to the next level supervisor or designee. The supervisor or designee shall meet as soon as possible with the employee and his or her AFSCME representative, and shall make a determination.

D. Employees shall not be required to operate equipment that has been determined by the Employer or the appropriate D.C. Safety Officer to be unsafe to use, when by doing so they might injure themselves or others.

#### **Section 4 - Medical Service: On-the-Job Injury:**

A. The District shall make first-aid kits reasonably available for use in case of on-the-job injuries. If additional treatment appears to be necessary, the District shall arrange immediately for transportation to an appropriate medical facility.

B. The need for additional first-aid kits will be an appropriate issue for Safety Committee determination. Recommendations of the Safety Committee will be referred to the appropriate agency officials.

#### **Section 5 - Safety Devices and Equipment:**

Protective devices and protective equipment shall be provided by the District and shall be used by the employees.

#### **Section 6 - Safety Training:**

A. The District shall provide safety training to employees as necessary for performance of their job. Issues involving safety training may be presented to the Safety Committee established in Section 8(A).

B. The District shall provide CPR training to all employees who request such training.

#### **Section 7 - Information on Toxic Substances:**

Employees who have been identified by the Safety Committee and the Department or District Safety Officer as having been exposed to a toxic substance (including, but not limited to asbestos) in sufficient quantity or duration to meet District Government standards shall receive appropriate health screening. In the absence of District Government standards, the Safety Committee and Safety Officer will refer to standards established by other appropriate authorities such as Occupational Safety and Health Administration (OSHA), National Institute for Occupational Safety and Health (NIOSH) or the Environmental Protection Agency (EPA).

## **Section 8 - Safety Committees:**

A. A Safety Committee of three (3) representatives from AFSCME and three (3) representatives from the District is hereby established in each department/agency.

B. One (1) AFSCME and one (1) District representative shall each serve as co-chairpersons of the Committee. The Agency's Risk Management official shall serve on the Safety Committee as one of the Agency's representative.

C. The Safety Committee shall:

1. Meet on a monthly basis, unless mutually agreed otherwise. Prior to regularly scheduled monthly meeting, labor and management must submit their respective agendas to each other at least five (5) days in advance;

2. Conduct safety surveys, consider training needs, and make recommendations to the agency/department head and the Office of Risk Management;

3. Receive appropriate health and safety training.

D. Final reports or responses from agency/department heads (or designees) shall be provided to the Safety Committee within a reasonable period of time on safety matters initiated by the Committee.

E. In departments/agencies where there is more than one Local Union, there shall be a safety committee for each Local Union, unless otherwise agreed upon.

F. Safety Committees may be reorganized upon agreement of both parties.

## **Section 9 - Medical Qualification Requirements:**

The District agrees to abide by the provisions of Chapter 8, Sections 848.19 and 848.20 of the D.C. Personnel Regulations as published in the D.C. Register, Volume 32, April 5, 1985 (32 DCR 1858, 1911).

## **Section 10 - Light Duty:**

A. The District agrees to provide light duty assignments for Employees injured on the job to the extent that such light duty is available as follows:

1. To be eligible for light duty, the employee must be certified by the employee's attending physician. The certification must identify the employee's impairments and the type of light duty he or she is capable of performing.

2. The Employee will be given light duty assignments for which he or she is qualified, initially within his or her own Bureau or organizational unit. If light duty is not available within the Bureau or organizational unit, suitable work will be sought elsewhere in the department/agency.

3. Light duty assignments shall not normally extend beyond 45 working days. However, if there are no other requests for light duty, this period may be extended until such time as the request is made by another employee. Employees unable to perform their regularly assigned duties after the expiration of that time shall make application for disability compensation or exercise such other options as may be available to employees under the provisions of this Agreement or under law, and in accordance with paragraph 5 below.

4. Where there are more requests for light duty than there are light duty assignments, assignments shall be made in the order of earlier date of request.

5. When light duty is not available, an employee must return to full duty or seek compensation or retirement from appropriate channels, or other assistance as may be available in accordance with Section 9. In the event compensation or retirement is not approved, the employee may be required to take a fitness for duty examination and may be separated if (a) found unfit to perform or (b) found fit but refuses to report for full duty.

#### **Section 11 - Excessive Temperatures in Buildings:**

Employees, other than those determined by the Employer to be essential, shall be released from duty or reassigned to other duties of a similar nature at a suitably temperate site because of excessively hot or cold conditions in the building. This determination will be made by the Employer as expeditiously as possible and shall be based upon existing procedures. In lieu of dismissal, the Employer may reassign employees to other duties of similar nature at a suitably temperate site. The cost of authorized transportation will be assumed by the Employer. Administrative leave will be granted if authorized by the Mayor or his or her designee.

#### **Section 12 - Employee Health Services:**

Employees covered by this Agreement shall have access to employee health services provided by the Employer consistent with the Comprehensive Merit Personnel Act (D.C. Law 2-139). Employee health services shall include such services as provisions for emergency diagnosis and emergency treatment of illness, physical examination including, but not limited to, pre-employment, fitness for duty or disability retirement evaluation; treatment of minor illness; preventive services; health information to assist employees to protect, conserve, and improve physical and mental health; and counseling and appropriate referrals to the D.C. Consultation and Counseling Service.

### **Section 13 - Maintenance of Health Records:**

Medical records of employees shall be maintained in accordance with the provisions of Chapter 31 of the D.C. Government regulations that maintain confidentiality of those records. Medical records shall not be disclosed to anyone except in compliance with applicable rules relating to disclosure of information. Copies of rules relating to medical information will be made available to AFSCME.

### **Section 14:**

A. The Employer agrees to follow Mayor's order 87-95 regarding ergonomic policy for use of video display terminals.

B. VDT continuous users who operate a VDT for more than two continuous hours shall be allowed to move out of their chairs for brief periods to perform other tasks as specified by their supervisor.

C. If a pregnant employee, who is a continuous VDT user, submits a medical statement from her physician which recommends limiting her use of the VDT during the term of her pregnancy because of exposure to radiation, reasonable consideration will be given to providing the employee with other available duties, within the work unit, for which she is qualified and which her doctor certifies that she can perform.

### **Section 15:**

The Employer agrees to provide the Union with a copy of all current D.C. Safety Officers, and revisions as they occur.

## **ARTICLE 10** **GENERAL PROVISIONS**

### **Section 1 – Work Rules:**

Employees will be advised of verbal and written work rules, which they are required to follow. The Employer agrees that proposed new written work rules and the revision of existing written work rules shall be subject to notice and consultation with the Union.

### **Section 2 - Distribution of Agreement:**

The Employer and the Union agree to share equally in the cost of reproducing this contract for employees and supervisors. The parties shall mutually agree upon the cost and number of copies to be printed.

## **ARTICLE 11**

### **BULLETIN BOARDS**

The Employer agrees to furnish suitable Bulletin Boards and/or space to be placed at locations mutually acceptable to the Union and the Employer. The Union shall limit its posting of notices and bulletins to such Bulletin Boards.

## **ARTICLE 12**

### **PERSONNEL FILES**

#### **Section 1 - Official Files:**

The Employer shall maintain the official files of all personnel in all units covered by this Agreement in the Office of Personnel. Records of corrective actions or adverse actions shall be removed from an employee's official file in accordance with the DPM.

#### **Section 2 - Right to Examine:**

Each employee shall have the right to examine the contents of his/her personnel files upon request.

#### **Section 3 – Right to Respond:**

Each employee shall have the right to answer any material filed in his/her personnel file and his/her answer shall be attached to the material to which it relates.

#### **Section 4 - Right to Copy:**

An employee may copy any material in his/her personnel file.

#### **Section 5 – Access by Union:**

Upon presentation of written authorization by an employee, the Union representative may examine the employee's personnel file and make copies of the material.

#### **Section 6 – Confidential Information:**

The DC Office of Personnel shall keep all arrests by the Metropolitan Police, fingerprint records, and other confidential reports in a confidential file apart from the official personnel folder.



### **Section 7 - Employee to Receive Copies:**

A. The employee shall receive a copy of all material placed in his/her folder in accordance with present personnel practices. Consistent with this Article when the Employer sends documents to be placed in an employee's personnel folder which could result in disciplinary action or non-routine documents which may adversely affect the employee, the employee shall be asked to acknowledge receipt of the document. The employee's signature does not imply agreement with the material but simply indicates he/she received a copy.

B. If an employee alleges that he/she was not asked to acknowledge receipt of material placed in his/her personnel folder as provided in this section the employee will be given the opportunity to respond to that document and the response will be included in the folder.

### **Section 8 – Access by Others:**

The Employer shall inform the employee of all requests outside of the normal for information about him/her or from his/her personnel folder. The access card signed by all those who have requested and have been given access to the employee's file shall be available for review by the employee.

## **ARTICLE 13** **SENIORITY**

### **Section 1 - Definition:**

Seniority means an employee's length of continuous service with the Employer from his/her date of hire for purposes of this Article only. Employees hired on the same day shall use alphabetical order of surname in determining seniority.

### **Section 2 - Breaks in Continuous Service:**

An employee's continuous service shall be broken by voluntary resignation, discharge for cause or retirement. If an employee returns to his former, or a comparable, position within one year, the seniority he had at the time of his/her departure will be restored but he/she shall not accrue additional seniority during his/her period of absence.

### **Section 3 - Seniority Lists:**

Each agency with employees covered by this Agreement shall provide the Union semi-annually with list of names of employees represented by the Union in that Agency. The list will be in seniority order as defined by Section 1 of this Article. Also, each agency will supply the Union semi-annually with lists of new hires in bargaining unit positions and with names of unit employees who have left the agency since the last seniority list.

#### **Section 4 - Reassignments:**

A reassignment requested by an employee to a position in the same classification within an agency/department may be effected by mutual agreement.

#### **Section 5 - Promotions:**

A. Whenever a job opening occurs, in any existing job classification or as the result of the development or establishment of a new job classification, a notice of such opening shall be posted on all bulletin boards for ten (10) working days prior to the closing date. A copy of the notices of job openings will be given to the appropriate Union Steward at the time of posting.

B. During this period, employees who wish to apply for the open position or job including employees on layoff may do so. The application shall be in writing, and it shall be submitted to the appropriate Personnel Office.

C. Management has the right to determine job qualifications, provided they are limited to those factors' directly required to satisfactorily perform his/her job. Where all job factors are relatively equal, the employee with the greatest departmental seniority within the unit shall be promoted.

#### **Section 6 - Change to Lower Grade:**

A. The term "change to lower grade", as used in this provision means change of assignment from a position in one job classification to a lower paying position in the same job classification.

B. Demotions may be made to avoid laying off employees, to provide for employees who request a change to lower grade for personal convenience, or to change an employee to a lower grade when he/she is unable to perform satisfactorily the duties of his/her position.

#### **Section 7 - Individual Work Schedules:**

Work schedule changes initiated by the Employer affecting an individual employee shall be in accord with department/agency seniority, except where specific skills are needed.

#### **Section 8 - Pay for Work Performed in Higher Graded Position:**

A. Employees detailed or assigned to perform the duties of a higher graded position for more than four (4) pay periods in any calendar year shall receive the pay of the higher graded position. Assignment to a higher graded position for periods of at least one (1) pay period shall count toward the accumulation of the four (4) pay period requirement. The applicable rate of pay will be determined by application of D.C. government procedures concerning grade and step placement for

temporary promotions, and will be effective the first pay period beginning after the qualifying period has passed. An employee on detail to a lower graded position shall maintain the pay for his/her original position. Advance notice will be given to the Union of any detail exceeding one pay period.

B. This provision shall not apply to training programs.

C. Issues involving changed or additional duties assigned to an employee, within his/her present position, shall be considered in accordance with position classification procedures.

## **ARTICLE 14**

### **INCLEMENT WEATHER CONDITIONS**

#### **Section 1 – Inclement Weather Work:**

A. Any full-time employee who is scheduled to report for work and who presents himself for work as scheduled shall be assigned to at least eight (8) hours work.

B. If weather conditions do not permit the employee to perform his/her regularly scheduled duties and there is no other work available in line with his/her normal duties, the employee shall be given the option to perform other work or be paid at his/her regular rate for a minimum of four (4) hours and released from duty at his/her election on annual leave or leave without pay.

C. Employees working on snow detail or who are required to shovel snow shall be assigned in the following order:

1. Volunteers
2. In the inverse order of seniority

D. Employees with established health concerns may request to be exempt from snow shoveling assignments.

#### **Section 2 - Reporting Time:**

A. During inclement weather where the District Government has declared an emergency, employees (other than those designated emergency employees) will be given a reasonable amount of time to report for duty without charge to leave. Those employees required to remain on their post until relieved will be compensated at the appropriate overtime rate or compensatory leave for the time it takes his/her relief to report for duty.

B. The Employer agrees to dismiss all non-emergency employees when early dismissal is authorized by higher officials during inclement weather.

## **ARTICLE 15**

### **HOURS OF WORK**

#### **Section 1 - Workday:**

Except as provided in this Article, the normal workday for full-time employees shall consist of eight (8) hours of work within a 24-hour period. The normal hours of work shall be consecutive except that they may be interrupted by a lunch period.

#### **Section 2 - Workweek:**

Except as provided in this Article, the workweek for full-time employees shall normally consist of five (5) consecutive days, eight (8) hours of work, Monday through Friday, totaling forty (40) hours. Special schedules will be established for employees, other than employees in continuous operations, who are required to work on Saturday, Sunday or seasonal schedules as part of their regular workweek.

#### **Section 3 - Continuous Operations and Shifts:**

The workday for employees in 24-hour continuous operations shall consist of eight hours of work. Work schedules for employees assigned to shifts, showing the employee's workdays, and hours, shall be posted on appropriate bulletin boards. All employees shall be scheduled to work regular work shifts i.e., each work shift shall have a regular starting and quitting time.

#### **Section 4 - Changes in Work Schedules:**

Except in emergencies, regular work schedules shall not be changed without ten (10) working days advance notice.

#### **Section 5 - Flexible/Alternative Work Schedules:**

A. The normal work hours may be adjusted to allow for flexible/ alternative work schedules, with appropriate adjustments in affected leave and compensation items (e.g., overtime, premium pay, compensatory leave, etc.). Such schedules may be appropriate where (1) it is cost effective, (2) it increases employee morale and productivity, or (3) it better serves the needs of the public. The Union will be given advance notice (when flexible/alternative work schedules are proposed) and shall be given the opportunity to consult.

B. An alternative work schedule will provide that overtime compensation will not begin until the regularly scheduled workday or tour of duty has been completed. Other premiums will be based on the regularly scheduled workday of the employees. An alternative work schedule shall not affect the existing leave system. Leave will continue to be earned at the same number of hours per pay period as for employees on five (5) day, forty (40) hour schedules and will be changed on an hour-by-hour basis.

**ARTICLE 16**  
**ADMINISTRATION OF LEAVE**

**Section 1 – General:**

Employees shall be eligible to use leave in accordance with the personnel rules and regulations. Any request for a leave of absence shall be submitted in writing by the employee to his/her immediate supervisor. The request shall state the length of time off the employee desires, the type of leave requested and the reason for the request. An excused absence is an absence from duty without loss of pay and without charge to leave when such absence is authorized by statute or administrative discretion.

**Section 2 - Annual Leave:**

**A. Normal Requests for Leave:** A request for a short leave of absence, not to exceed three days, shall be requested in writing on the proper form and answered before the end of the work shift in which the request is submitted. A request for a leave of absence between four to seven days must be submitted five (5) calendar days in advance and answered within five days, except for scheduled vacations, as provided for in Section 2 of this Article. If the request is disapproved, the supervisor shall return the SF-71 with reasons for the disapproval indicated. Requests for annual leave shall not be unreasonably denied.

**B. Emergency Requests:** Any employee's request for immediate leave due to family death or sickness shall be granted or denied immediately.

**C. Carryover:** Annual leave, which is not used, may be accumulated from year to year. In general, the maximum allowable leave is thirty (30) days, unless the employee had a greater amount of allowable leave at the beginning of the leave year. Employees shall receive a lump sum leave payment for all accrued annual leave not used at the time of retirement, resignation or other separation from the employer, consistent with the negotiated Compensation Agreement.

**D. Vacation Schedules:** Every effort will be made to grant employees leave during the time requested. If the operations would suffer by scheduling all requests during a given period of time, a schedule will be worked out with all conflicts to be resolved by the application of seniority. After vacations are posted, no changes shall be made unless mutually agreeable or an emergency arises. Employees will be encouraged to schedule vacations through the year.

### **Section 3 - Sick Leave:**

#### **A. Requests:**

1. Supervisors shall approve sick leave of employees incapacitated from the performance of their duties. Employees shall request sick leave as far in advance as possible prior to the start of their regular tour of duty on the first day of absence.

2. Sick leave shall be requested and approved in advance for visits to and/or appointments with doctors, dentists, practitioners, opticians, and chiropractors for the purpose of securing diagnostic examinations, treatments and x-rays.

3. Employees shall not be required to furnish a doctor's certificate to substantiate requests for approval of sick leave unless such sick leave exceeds three work days continuous duration. However, if Management has given written notice to an employee that there is a good reason to believe that the employee has abused sick leave privileges, then the employee must furnish a doctor's certificate for each absence from work, which is claimed as sick leave regardless of its duration. The Union will encourage employees to conserve sick leave for use during periods of extended illness.

4. Advance sick leave requests will be given prompt consideration by the Employer consistent with Section 3(b) of this Article when the following provisions are met:

(a) The request must be submitted in writing and must be supported by acceptable medical certificates.

(b) All available accumulated sick leave to the employee's credit must be exhausted. The employee must use annual leave he/she might otherwise forfeit.

(c) In the case of employees serving under temporary appointments, or under probationary or trial periods, advance sick leave should not exceed an amount which is reasonably assured will be subsequently earned during such period.

(d) The amount of sick leave advanced to an employee's account will not exceed 240 hours at any time. Where it is known that the employee is to be separated, the total sick leave advanced may not exceed an amount which can be liquidated by subsequent accrual prior to the separation.

(e) There must be a reasonable assurance that the employee will return to duty.

**B. Advance Sick Leave:** Advance sick leave may be granted to permanent or probationary employees in amounts not to exceed 240 hours. Furthermore, an employee may not be indebted for more than 240 hours of sick leave at any one time. Sick leave may be advanced to

employees holding a limited appointment or one expiring on a specific date, but not in excess of the total sick leave that would accrue during the remaining period of such appointment. In either case the employee request must be supported by a statement from his/her physician attesting that the employee has a serious disability or ailment and is incapacitated for duty and stating the period of time expected to be involved. The request should be denied only if the requirements of Section 3 (a) and (b) are not met or there is a reason to believe that the employee will not return to duty or that he/she has abused the sick leave privilege in the past.

C. All accrued and accumulated sick leave must be exhausted before the advance sick leave is credited. Accrued and accumulated annual leave may remain standing to the credit of employees. The Employer will use its best efforts to answer an employee's request for advanced sick leave within fifteen (15) working days. However, an employee is responsible for applying advance sick leave in writing as far in advance as possible. If the request is denied, the reasons for such denial shall be given in writing. Further, the employee will be given consideration for LWOP consistent with the provisions of personnel rules and regulations.

#### **Section 4 – Other Paid Leave:**

A. **Military Leave:** Full-time employees are entitled to leave as reserve members of the armed forces or as members of the National Guard to the extent provided in D.C. Official Code Section 1-612.03(m) and applicable rules and regulations and the Compensation Units 1 & 2 Agreement, which provide in part the following:

1. Members of the D.C. National Guard are entitled to unlimited military leave without loss of pay for any parade or encampment with the D.C. National Guard when ordered by the Commanding General, excluding weekly drills and meetings.

2. Additional military leave with pay will be granted to full-time employees who are members of the reserve components of the Armed Forces or the National Guard for the purpose of providing military aid to enforce the law for a period not to exceed 22 workdays per calendar year.

B. **Court Leave:** Employees shall be granted leave of absence with pay anytime they are required to report for jury duty or to appear as a witness on behalf of the District of Columbia Government, or the Federal or a State or Local Government, in accordance with personnel rules and regulations.

C. **Voting Leave:** Where the polls are not open at least three hours either before or after an employee's regular hours of work, he/she may, upon request, be granted an amount of excused time which will permit him/her to report to work three hours after the polls open or leave work three hours before the polls close, whichever requires the lesser amount of time off. Leave for voting will be allowed in accordance with the personnel rules and regulations.

D. **Funeral Leave:** Funeral leave shall be granted in accordance with the Compensation Units 1 & 2 Agreement.

**E. Civic Duty:** Upon advance request and adequate justification employees required to appear before a court or other public body on public business in which they are not personally involved shall be granted leave of absence with pay unless paid leave is prohibited by Federal or District Regulations or Statutes.

**F. Examinations:** Employees shall be excused without charge to leave in accordance with personnel rules and regulations for the purpose of taking an employment medical examination and examination for induction or enlistment in the active Armed Forces, a District Government owned vehicle operator examination, a civil service examination or other examination which his/her department has requested him/her to take in order to qualify for reassignment, promotion, or continuance of his/her present job, but not for the reserve Armed Forces. An employee shall also be excused without charge to leave for the purpose of taking an examination whenever, in the judgment of the Department or agency head, the District Government will benefit thereby. Absence from duty in order to take an examination primarily for the employee's own benefit and not connected to the District Government must be requested in accordance with the general leave provisions.

#### **Section 5 - Leave Without Pay:**

**A. General:** Leave of absence without pay for a limited period may be granted at the supervisor's discretion for a reasonable purpose if requested in advance in writing.

**B. Union:** Employees elected to any Union office or selected by the Union to do work which takes them from their employment with the Employer shall at the written request of the employee and the Union be granted a leave of absence without pay; provided the written request states the purpose and duration of the absence, and is submitted thirty (30) calendar days in advance of the commencement of the desired period of absence. If the Employer indicates that the requested leave will unduly hamper its operations, it may offer an alternative for consideration by the Union.

**C.** The initial leave of absence shall not exceed one (1) year. Leaves of absence for Union officials may be extended for similar periods. No more than one employee from a bargaining unit shall be on such extended leave at the same time.

**D. Parenthood Leave:** Maternity leave before and following childbirth shall be granted at the request of the employee. The employee is obligated to advise her supervisor substantially in advance of the anticipated leave date. This period of absence shall be determined by the employee, her physician and her supervisor. Maternity leave is chargeable to sick leave or any combination of sick leave, annual leave, or leave without pay. Paternity leave may be granted for a period of up to two (2) weeks following childbirth, and may be extended at the supervisor's discretion. Such leave shall be a combination of annual leave or leave without pay.

**E.** Leave may be granted for a period of up to two (2) weeks to an employee who is adopting a child, with extensions made at the discretion of the supervisor. Such leave shall be a combination of annual leave or leave without pay.



**F. Union Officer Leave:** Attendance at Union sponsored programs may be approved annual leave or leave without pay in accordance with normal leave practices unless Administrative Leave has been approved.

**G. Educational Leave:** After completing one (1) year of service an employee upon request may be granted a leave of absence for educational purposes provided that successful completion of the course will contribute to the work of the Department. The period of leave of absence may not exceed one (1) year, but may be extended at the discretion of the Employer. If an employee is returning from educational leave during which he/she has acquired the qualification of a higher rated position he/she shall not have lost any of his/her rights in being evaluated for the higher graded position.

## **ARTICLE 17**

### **ADMINISTRATION OF OVERTIME**

#### **Section 1 -Distribution:**

Overtime work shall be equally distributed among employees. Specific arrangements for the equitable distribution of overtime shall be agreed to at Union Management Cooperation Meetings. Individual employee qualifications shall be considered when decisions are made on which employees shall be called for overtime work.

#### **Section 2:**

Management will solicit volunteers when overtime work is required. In the event a sufficient number of qualified volunteers are not available to perform the job functions, overtime work will be assigned to equally qualified employees in inverse order of seniority, unless a different system is worked out on a local-by-local basis. Instances of hardship should be presented to the supervisor and shall be considered on a case-by-case basis.

## **ARTICLE 18**

### **WAGES**

#### **Section 1:**

The salaries and wages of employees shall be paid bi-weekly. In the event the scheduled payday is a holiday, the preceding day shall be the payday. If, for any reason, an employee's paycheck is not available on the prescribed day, or if it does not reflect the full amount due, that employee will be paid as quickly thereafter as is possible, and under no circumstances will he or she be required to wait until the next regular payday.

## **Section 2:**

If an employee's paycheck is delayed, the employee shall immediately notify his/her supervisor. The supervisor shall initiate efforts through the agency controller to obtain a supplemental payment. Supplemental payments will not effectuate normal payroll deductions. Appropriate payroll deductions will be deducted from the employee's subsequent paycheck. (Except DHS, see Attachment 6.)

## **ARTICLE 19** **REDUCTION-IN-FORCE**

### **Section 1 - Definition:**

The term reduction-in-force, as used in this Agreement means the separation of a permanent employee, his/her reduction in grade or pay, or his/her reduction in rank because of (a) reorganization, (b) abolishment of his/her position, (c) lack of work, (d) lack of funds, (e) new equipment, (f) job consolidation or (g) displacement by an employee with greater retention rights who was displaced because of (a) through (f) above.

### **Section 2 – Consultation:**

The Employer agrees to consult in advance with the Union prior to reaching decisions that might lead to a reduction-in-force in the bargaining unit. The Employer further agrees to minimize the effect and such reduction-in-force on employees and to consult with the Union toward this end.

### **Section 3 - Procedure:**

A reduction-in-force will be conducted in accordance with the provisions set forth in the Comprehensive Merit Personnel Act [(CMPA), D.C. Official Code § 1-624].

### **Section 4 – Impact and Effects Bargaining:**

In the event of a reduction-in-force, the Employer shall, upon request, provide the Union with appropriate information to insure that the Union can engage in impact and effects bargaining over the reduction-in-force.

### **Section 5 - Review of Procedures:**

In the event of reduction-in-force, the affected employee will receive credit for his/her performance in accordance with the Comprehensive Merit Personnel Act, [D.C. Official Code Ann., Title 1, Section 1-624 (2001 Edition)].

## **ARTICLE 20**

### **CONTRACTING OUT**

#### **Section 1:**

During the term of this Agreement the Department shall not contract out work traditionally performed by employees covered by this Agreement, except where Manpower (including expertise and technology) and/or Equipment in the department/agency are not available to perform such work, when it is determined by the Mayor that budgetary conditions exist requiring contracting out, or when it is determined by the Department that emergency conditions exist requiring such contracting out (provided however that the contracting out is for a period of time that the emergency exists). The Agency shall consult with the Union prior to any formal notice to contract out bargaining unit work.

#### **Section 2:**

When there will be adverse impact to bargaining unit employees, the Employer shall consult with the Union thirty (30) days prior to final action, except in emergencies. The Union shall have full opportunity to make its recommendations known to the Employer who will duly consider the Union's position and give reasons in writing to the Union for any contracting out action. The Agency shall consult with the Union to determine if the needs of the Government may be met by means other than contracting out work traditionally performed by bargaining unit employees.

## **ARTICLE 21**

### **STRIKES AND LOCKOUTS**

#### **Section 1 - Definition:**

The term strike as used herein means any unauthorized concerted work stoppage or slowdown.

#### **Section 2 - Strikes:**

It shall be unlawful for any District Government employee or the Union to participate in, authorize or ratify a strike against the District.

#### **Section 3 - Lockouts:**

No lockout of employees shall be instituted by the Employer during the term of this Agreement except that the Employer in a strike situation retains the right to close down any facilities to provide for the safety of employees, equipment or the public.

#### **Section 4 - Other Considerations:**

At no time however, shall employees be required to act as strikebreakers.

### **ARTICLE 22** **GRIEVANCE PROCEDURES**

#### **Section 1:**

Any grievance or dispute which may arise between the parties involving the application, meaning or interpretation of this Agreement, shall be settled as described in this Article unless otherwise agreed to by the parties.

#### **Section 2 - Procedure:**

This procedure is designed to enable the parties to settle grievances at the lowest possible administrative level. Therefore, grievances should be filed at the lowest level where resolution is possible. Accordingly, a grievance may be filed at the Step in the grievance procedure where the alleged action, which precipitated the grievance, occurred.

**Step 1:** The employee and/or the Union shall take up the grievance or dispute with the employee's immediate supervisor as soon as is practicable, but no later than fifteen (15) working days from the date of the occurrence or when the Union and/or the employee first had knowledge of or should have known of the occurrence. The supervisor shall attempt to adjust the matter and shall respond to the Steward as soon as is practicable, but not later than fifteen (15) working days after the receipt of the grievance.

**Step 2:** If the grievance has not been settled, it shall be presented in writing by the employee and/or the Union to the second level supervisor within ten (10) working days after the Step 1 response is due or received, whichever is sooner. The written grievance shall be clearly identified as a grievance submitted under the provisions of this Article, and shall list the contract provision violated, a general description of the incident giving rise to the grievance, the date or approximate date and location of the violation and the remedy sought. The second level supervisor shall respond to the Union and/or employee in writing within ten (10) working days after receipt of the written grievance.

**Step 3:** If the grievance is still unresolved, it shall be presented in writing by the employee and/or Union to the third level supervisor within ten (10) working days after the Step 2 response is due or received, whichever is sooner. The third level supervisor shall respond in writing (with a copy to the Local President) within ten (10) working days after receipt of the written grievance.