CHAIRMAN MENDELSON

2015 FEB 20 PM 4:56

Gordon M. McDonald
Deputy Chief Financial Officer

February 12, 2015

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

SUBJECT: **Response to Council's Request for Information for the Office of Budget and Planning's FY 2014 and FY 2015 Performance Oversight Hearing**

Dear Chairman Mendelson:

Enclosed are our responses to the information requested in the January 28, 2015 letter from the Committee of the Whole in preparation for the Office of Budget and Planning's Spending Performance Oversight hearing scheduled for Tuesday, March 10, 2015.

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

Sincerely,

Gordon McDonald
Deputy Chief Financial Officer
Office of Budget and Planning

Enclosures

cc: Jeffrey S. DeWitt, Chief Financial Officer
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Jennifer Budoff, Budget Director, Council of the District of Columbia
Evan Cash, Committee Director, Committee of the Whole

Performance Oversight Questions and Answers
FY 2014 and FY 2015 (to date)

Submitted to the Council, February 20, 2015

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

   A1. See Attachment A for OBP's current organizational chart.

2. Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits, and program office as of January 26, 2015. The Schedule A also should indicate any vacant positions in the agency. Please do not include social security numbers.

   A2. See Attachment B for OBP's Schedule A as of January 26, 2015.

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

   A3. There are no employees detailed to or from OBP at this time.

4. (a) For fiscal year 2014, please list each employee whose salary was $110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay.

   A4. See tables below:

A. OBP Employees with Salaries over $110,000, in FY 2014

Name	Position	Salary	Overtime/ Bonus
McDonald, Gordon	Deputy Chief Financial Officer	$174,070	0
Spaulding, James	Associate Deputy Chief Financial Officer	$158,956	0
Stephenson, Leticia	Director of Financial Planning, Analysis, and Management Services	$155,131	0
Cannady, Eric	Director for Budget Administration	$148,292	0
Clark, David	Director of Capital Improvements Program	$144,203	0
Kobes, David	Budget Controller	$134,446	0
Greenfield, Sherrie	Capital Budget Controller	$131,023	0
Taing, Sue	Senior Financial Systems Analyst	$127,598	0
White, Stacy-Ann	Deputy Director for Budget Administration	$127,598	0
Okparaocha, Sunday C	Deputy Director for Budget Administration	$120,752	0
Smith, Duane	Senior Cost Analyst	$117,454	0
Osorio, Carlotta	Senior Financial Systems Analyst	$117,454	0
Myers, Margaret	Office and Production Manager	$111,612	0

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(b) For fiscal year 2015, please list each employee whose salary is or was $110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay as of the date of your response.

B. OBP Employees with Salaries over $110,000, as of January 29, 2015

Name	Position	Salary	Overtime/ Bonus
McDonald, Gordon	Deputy Chief Financial Officer	$186,464	0
Spaulding, James	Associate Deputy Chief Financial Officer	$174,216	0
Stephenson, Leticia	Director of Financial Planning, Analysis, and Management Services	$166,176	0
Cannady, Eric	Director for Budget Administration	$163,232	0
Clark, David	Director of Capital Improvements Program	$154,470	0
Greenfield, Sherrie	Capital Budget Controller	$140,352	0
Taing, Sue	Senior Financial Systems Analyst	$140,352	0
White, Stacy-Ann	Deputy Director for Budget Administration	$136,683	0
Okparaocha, Sunday C	Deputy Director for Budget Administration	$129,350	0
Smith, Duane	Senior Cost Analyst	$125,818	0
Osorio, Carlotta	Senior Financial Systems Analyst	$125,818	0
Myers, Margaret	Office and Production Manager	$122,688	0
Powell, William	Budget Administration Analyst	$122,688	0
Agbebakun, Joshua	Budget Administration Analyst	$119,559	0
Johnson, Robert	Senior Financial Systems Analyst	$119,559	0
Stroman, Tayloria	Budget Controller	$119,559	0
Chukwuma, Ernest	Budget Administration Analyst	$113,301	0
Myers, Randall	Budget Administration Analyst	$110,172	0

5. Please list, in descending order, the top 25 overtime earners in your agency for fiscal year 2014. For each, state the employee's name, position or title, salary, and aggregate overtime pay.

A5. See table below:

OBP Employees with Overtime Pay in FY 2014

Name	Position	Salary	Overtime Pay
Nelson, Sharon	Staff Assistant	$62,805.00	$890.74
Allen, Travis	Staff Assistant	$57,828.00	$1,202.44
Duong, Michelle	Budget Administration Analyst	$57,585.00	$775.18
		Total	$2,868.36

6. For fiscal years 2013, 2014, and 2015 (to date), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

A6. No OBP employee received a bonus/special pay in FY 2013, FY 2014, and FY 2015 (to date).

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7. For fiscal year 2015 (to date), please list each employee separated from the agency with separation pay. State the amount and number of week's equivalents. Also, for each, state the reason for the separation.

   A7. None.

8. For fiscal years 2013, 2014, and 2015 (to date), please state the total number of employees receiving worker's compensation payments.

   A8. None.

9. For fiscal years 2014 and 2015 (to date), please list, in chronological order, all intra-District transfers to or from the agency.

   A9. None.

10. Please list, in chronological order, every reprogramming of funds into and out of the agency for fiscal years 2014 and 2015 (to date). Include a "bottom line" that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number, the date, the amount, and the rationale.

    A10. See Attachment C for FY 2014 reprogrammings and modifications. OBP has no reprogrammings to date in FY 2015.

11. For fiscal years 2014 and 2015 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

    A11. OBP does not have any Special Purpose Revenue funds.

12. Please list all memoranda of understanding (MOU) either entered into by your agency or operational during fiscal years 2014 and 2015 (to date). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

    A12. OBP does not have any MOUs.

13. D.C. Law requires the Mayor and the Chief Financial Officer to submit to the Council, simultaneously with a proposed budget submission, actual copies of all agency budget enhancements requests, including the "Form B" for all District agencies (See D.C. Code § 47-318.05a). In order to help the Committee understand agency needs, and the cost of those needs for your agency, please provide as an attachment to your answers all budget enhancement requests submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for fiscal years 2014 and 2015.

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A13. OBP had no budget enhancement requests in FY 2014 and FY 2015.

14. Please list each grant or sub-grant received by your agency in fiscal years 2014 and 2015 (to date). List the date, amount, purpose of the grant or sub-grant received, and explain how the grant is allocated if it is a multi-year grant.

A14. OBP received no grants or sub-grants in FY 2014 and FY 2015 (to date).

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

A15. One of the 24 elements in the new CFO Strategic Plan is to "Implement a new enterprise-wide financial reporting, accounting and budgeting system", which includes the replacement of SOAR and our current Budget Formulation Application (BFA). This is an OCFO project, with OBP managing only the portion related to the replacement of the BFA. The CFO is fully committed to a successful effort as part of his strategic plan. However, given the magnitude of the effort it will require, and the resources needed to successfully implement the Modernization of the Integrated Tax System (MITS), we must focus our efforts on initiating one major IT initiative at a time. Given the return on our investment, the MITS project is being initiated first. The SOAR and BFA replacement project will begin about 18 months from now.

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

A16. There is one pending lawsuit in which the Office of Budget and Planning is a party. Below is a description of the lawsuit.

- *Amina Elzeneiny vs. District of Columbia and Natwar M. Gandhi and D.C. Office of Budget and Planning;* US District Court Civil Action Docket #1:09-cv-00889

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> ➢ *Description* - This cause of action was filed by Plaintiff on May 13, 2009 and amended October 2011. Plaintiff alleges that defendant failed to provide her with reasonable accommodations and retaliated against her in violation of ADA, Title VII and DCHRA.

> ➢ *Probability of Outcome* - *Because we have not concluded that an unfavorable outcome is either "probable" or "remote" (as those terms are defined in the ABA Statement of Policy Regarding Lawyers' Responses to Auditors' Requests for Information), we express no opinion as to the likely outcome of such matter; however, the District believes it has meritorious defenses and is vigorously defending this litigation.*

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

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

    A17. There are none.

18. Please list, in chronological order, all employee grievances filed against your agency in fiscal years 2014 and 2015 (to date). Also, list any earlier grievance that is still pending in any judicial forum. For each, give a brief description of the matter as well as the current status.

    A18. See #16 above.

19. In table format, please list the following for fiscal years 2013, 2014, and 2015 (to date) regarding the agency's use of Smart Pay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); and (3) total spent (by person and for the agency).

    A19. See table below:

    OBP Purchase Card usage in FY 2013, FY 2014, and FY 2015 (to date)

Name	Position	Purchase Limit Per Day	Total Spent in FY 2013	Total Spent in FY 2014	Total Spent in FY 2015 (as of January 30, 2015)
Margaret Myers	Office and Production Manager	$2,500.00	$ 10,166.84	$ 18,332.07	$ 6,275.54

20. (a) In table format, please provide the following information for fiscal years 2013, 2014, and 2015 (to date), regarding your agency 's use of cellular phones and mobile devices: (1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual's use; and

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(3) justification for such use (per person). If the list is more than one page in length, you may provide it as an attachment.

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

A20. (b) OBP's telephones are part of a pool system (operated through OCTO) where each user is never charged for over use of minutes. Some users use very few minutes while others use a lot, so overall usage balances out.

(a) See tables below:

OBP Employees with Cellular Telephones in FY 2013

Name	Position	Annual Expense	Justification for Use
McDonald, Gordon	Deputy Chief Financial Officer	$769.08	Employees can be reached
Spaulding, James	Associate Deputy Chief Financial Officer	$769.08	quickly to answer OCFO,
Stephenson, Leticia	Director of Financial Planning, Analysis, and Management Services	$769.08	Council, and Mayor's
White, Stacy-Ann	Deputy Director for Budget Administration	$769.08	questions and also access
Okparaocha, Sunday C	Deputy Director for Budget Administration	$769.08	emails for quick response
Clark, David	Director for Capital Improvements Program	$769.08	to agency requests.
Williams, Lakeia	Executive Assistant	$769.08	
Waddy, Renee	Executive Assistant	$769.08	*(Cost is $64.09/month for*
Greenfield, Sherrie	Capital Budget Controller	$769.08	*each phone line.)*
Johnson, Robert	Senior Financial Systems Analyst *(cell phone only, no data)*	$461.40	
	Annual Cost	**$7,383.12**	

OBP Employees with Cellular Telephones in FY 2014

Name	Position	Annual Expense	Justification for Use
McDonald, Gordon	Deputy Chief Financial Officer	$576.00	Employees can be reached
Spaulding, James	Associate Deputy Chief Financial Officer	$576.00	quickly to answer OCFO,
Stephenson, Leticia	Director of Financial Planning, Analysis, and Management Services	$576.00	Council, and Mayor's
Cannady, Eric	Director for Budget Administration	$576.00	questions and also access
White, Stacy-Ann	Deputy Director for Budget Administration	$576.00	emails for quick response
Okparaocha, Sunday C	Deputy Director for Budget Administration	$576.00	to agency requests.
Clark, David	Director for Capital Improvements Program	$576.00	
Williams, Lakeia	Executive Assistant	$576.00	*(Cost is $48.00/month for*
Waddy, Renee	Executive Assistant	$576.00	*each phone line.)*
Greenfield, Sherrie	Capital Budget Controller	$576.00	
Johnson, Robert	Senior Financial Systems Analyst	$576.00	
Myers, Margaret	Office and Production Manager	$576.00	
	Annual Cost	**$6,912.00**	

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OBP Employees with Cellular Telephones in FY 2015 (to date)

Name	Position	Year-to-Date	Justification for Use
McDonald, Gordon	Deputy Chief Financial Officer	$192.00	Employees can be reached
Spaulding, James	Associate Deputy Chief Financial Officer	$192.00	quickly to answer OCFO,
Stephenson, Leticia	Director of Financial Planning, Analysis, and Management Services	$192.00	Council, and Mayor's
Cannady, Eric	Director for Budget Administration	$192.00	questions and also access
White, Stacy-Ann	Deputy Director for Budget Administration	$192.00	emails for quick response
Okparaocha, Sunday C	Deputy Director for Budget Administration	$192.00	to agency requests.
Clark, David	Director for Capital Improvements Program	$192.00	
Williams, Lakeia	Executive Assistant	$192.00	*(Cost is $48.00/month for*
Waddy, Renee	Executive Assistant	$192.00	*each phone line.)*
Greenfield, Sherrie	Capital Budget Controller	$192.00	
Johnson, Robert	Senior Financial Systems Analyst	$192.00	
Myers, Margaret	Office and Production Manager	$192.00	
	Year-to-Date Cost	**$2,304.00**	

21. (a) Does your agency have or use one or more government vehicles? If so, for fiscal years 2013, 2014, and 2015 (to date), please list these vehicles. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

(b) Please list all vehicle accidents involving your agency's vehicles for fiscal years 2013, 2014, and 2015 (to date). Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the justification for using such vehicle; (4) the name and title/position of the driver involved; and (5) whether there was a finding of fault and, if so, who was determined to be at fault.

A21. OBP does not have a government vehicle.

22. D.C. Law requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than $10,000 or less than two years old (see D.C. Code § 2- 402(a)(3)). Please itemize each charge-back to your agency for a settlement or judgment pursuant to D.C. Code § 2-402.

A22. None.

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

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

A23. None.

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24. In table format, please provide the following information for fiscal years 2013, 2014, and 2015 (to date) regarding your agency's authorization of employee travel: (1) individuals (by name and title/position) authorized to travel outside the District; (2) total expense for each trip (per person, per trip, etc.); and (3) justification for the travel (per person).

A24. See tables below:

OBP Employees' Out-of-Town Travel in FY 2013

Name/Position	Cost of Trip	Justification for Travel
McDonald, Gordon Deputy Chief Financial Officer	$776.50	Attend Bond Rating meetings with the CFO and Mayor
Clark, David Director for Capital Improvements Program	$245.55	Attend National Association of State Budget Officers (NASBO) Spring 2013 meeting - a special one-day session on capital budgeting
McDonald, Gordon Deputy Chief Financial Officer	$2,374.45	Attend Government Finance Officers' Association (GFOA) 2013 Annual Conference
Spaulding, James Associate Deputy Chief Financial Officer	$0.00*	Attend NASBO 2013 Annual Conference
Cannady, Eric Director for Budget Administration	$2,576.09	Attend NASBO 2013 Annual Conference
Lavasani, Melissa Budget Analyst	$1,105.71	Attend NASBO's new budget analyst training academy
Holman, Cynthia Budget Analyst	$1,189.86	Attend NASBO's new budget analyst training academy
Williams, Lakeia Executive Assistant	$3,470.70	Attend the Administrative Professionals Conference 2013
TOTAL	**$11,738.86**	

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

OBP Employees' Out-of-Town Travel in FY 2014

Name/Position	Cost of Trip	Justification for Travel
McDonald, Gordon Deputy Chief Financial Officer	$1,696.38	Attend GFOA 2014 Annual Conference
Cannady, Eric Director for Budget Administration	$744.71	Attend NASBO 2014 Annual Conference
TOTAL	**$2,441.09**	

OBP Employees' Out-of-Town Travel in FY 2015 (to date)

Name/Position	Cost of Trip	Justification for Travel
Duong, Michelle Budget Analyst	$2,236.67	Attend GFOA's new budget analyst training academy
TOTAL (to date)	**$2,236.67**	

25. Please provide and itemize, as of January 26, 2015, the current number of When Actually Employed (WAE), term, and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term, the date on which he or she first started with your agency, and the date on which his or her current term expires.

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A25. There are no WAE employees or contract personnel currently in OBP.

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

A26. See Attachment D for the OCFO's Strategic Plan.

27. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2015 and 2016.

A27. Our top five priorities include two that comprise our core business and three that are areas in which we seek to improve continually. Our priorities contribute to the success of the OCFO's Strategic Plan, which was published in August 2014. The plan identifies seven strategic objectives:

1. Improve Customer Service
2. Create a Culture of Continuous Improvement
3. Improve Transparency and Quality of Information
4. Effectively Manage Risk and Prevent Fraud
5. Implement Quality Financial Systems
6. Develop, Attract, and Retain High Quality Employees
7. Manage a Fair and Equitable System to Fully Collect District Revenues

Our top five priorities primarily address objectives 1, 2, 3, and 5. The priorities are as follows:

1. **Execute the FY 2015 Budget to ensure year-end balance.** OBP will monitor, adjust, and report on the FY 2015 budget and help District agencies, the Mayor, and the Council ensure balance at the end of the year.

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

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

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c. ***Reporting*** – OBP will issue FY 2015 Financial Status Reports for the operating and capital budgets, reports on reprogrammings and Intra-Districts, Emergency and Contingency Reserve status reports, and others.

2. **Produce a balanced FY 2016 Budget.** OBP will work closely with the Mayor's office to ensure that the Mayor's Proposed FY 2016 Budget and Financial Plan is balanced and that proposed borrowing within the Capital Improvements Plan ensures that debt service remains within the District's 12-percent debt cap. After the budget is submitted to the Council, OBP will work with Council's budget office and with committee staff to help interpret the budget and assist the Council in its deliberations. Finally, after Council approves the budget, OBP will produce budget documents to be delivered to Congress.

3. **Improve budget transparency and outreach.** OBP has expanded CFOInfo and will continue to do so, continues to put its reports on the internet, and is reaching out to new officials in the executive branch and the Council.

   a. ***CFOInfo*** – this is the OCFO's web-interface budget tool that allows users to create their own budget tables. Working with the Office of the Chief Information Officer (OCIO) within the OCFO, we have added grant-level and Special Purpose Revenue fund detail information, updated the user interface, and added multiple years of data. We are currently working on another update that will simplify the interface for users seeking high-level trend data by agency or fund.

   b. ***Reports*** – in FY 2013, we began posting all OBP reports (to the Council and/or Mayor) on line, including reports on the Emergency and Contingency Reserves, reprogrammings, grant budget modifications and activity, and capital project activity. We will continue to post these reports, and we are working with OCIO and the CFO's public affairs officer to update the OCFO web site to make the reports easier to find.

   c. ***Outreach*** – we have briefed new administration officials and new Councilmembers on the budget process and the current budget situation, and we have followed up (and will continue to follow up) with staff with as much detail as requested.

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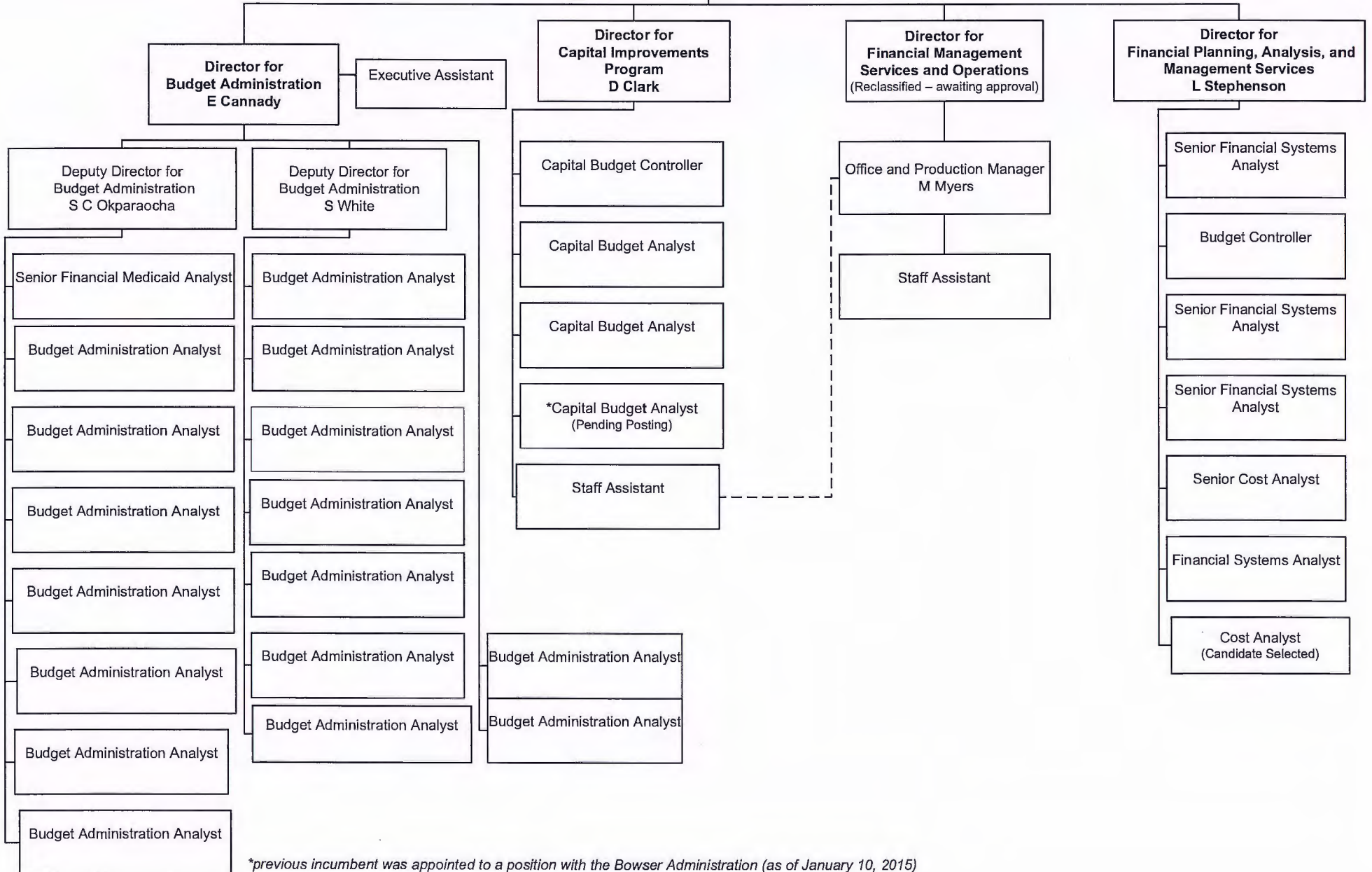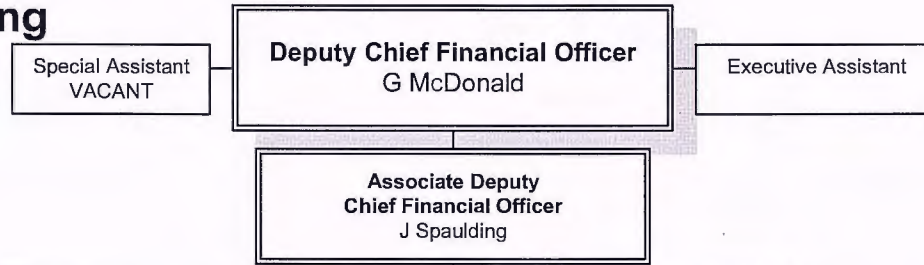*Page 11 of 11*

4. **Improve timeliness of reporting and certain budget adjustments.** We have made great strides in improving timeliness of our reporting over the past two years. In FY 2015 and FY 2016, we will continue to seek ways to improve timeliness of our quarterly reporting on Reprogrammings and Intra-Districts. We have also developed a SharePoint application to allow agency staff to see the status of grant budget modification requests, and we plan to expand this to allow the same for reprogramming requests.

5. **Begin planning again for budget system implementation.** As part of the OCFO-wide project to implement the new financial system, Oracle's E-Business Suite (EBS), OBP will provide extensive input on the new budget formulation system and its interaction with EBS.

Office of Budget and Planning Organization Chart

As of February 11, 2015

Total Approved FTEs = 42
Filled Positions = 38
Vacant Positions = 4

Special Assistant VACANT	**Deputy Chief Financial Officer** G McDonald	Executive Assistant

Associate Deputy Chief Financial Officer
J Spaulding

Director for Budget Administration E Cannady — Executive Assistant

Director for Capital Improvements Program D Clark

Director for Financial Management Services and Operations (Reclassified – awaiting approval)

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

Director for Budget Administration — E Cannady

Deputy Director for Budget Administration S C Okparaocha	Deputy Director for Budget Administration S White
Senior Financial Medicaid Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
Budget Administration Analyst	Budget Administration Analyst
	Budget Administration Analyst

Budget Administration Analyst
Budget Administration Analyst

Director for Capital Improvements Program — D Clark

- Capital Budget Controller
- Capital Budget Analyst
- Capital Budget Analyst
- *Capital Budget Analyst (Pending Posting)
- Staff Assistant

Director for Financial Management Services and Operations

- Office and Production Manager M Myers
- Staff Assistant

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

- Senior Financial Systems Analyst
- Budget Controller
- Senior Financial Systems Analyst
- Senior Financial Systems Analyst
- Senior Cost Analyst
- Financial Systems Analyst
- Cost Analyst (Candidate Selected)

*previous incumbent was appointed to a position with the Bowser Administration (as of January 10, 2015)

Office of the Chief Financial Officer (ATO)
Office of Budget and Planning (Program 3000)
FY 2015 Schedule A - as of January 26, 2015

	Div.	Position	Salary	Fringes @ 21.99%
EXECUTIVE DIRECTION AND SUPPORT				
1	3100	Deputy Chief Financial Officer	186,464	40,836
2	3100	Associate Deputy Chief Financial Officer	174,216	38,153
3	3100	*Director for Financial Management Services and Operations		-
4	3100	Special Assistant to the DCFO		-
5	3100	Office and Production Manager	122,688	26,869
6	3100	Executive Assistant	106,469	23,317
7	3100	Staff Assistant	69,139	15,141
FINANCIAL PLANNING, ANALYSIS, AND MANAGEMENT SERVICES				
8	3400	Director for Financial Planning, Analysis, and Management Services	166,176	36,393
10	3400	Senior Financial Systems Analyst	140,352	30,737
11	3400	Senior Cost Analyst	125,818	27,554
12	3400	Senior Financial Systems Analyst	125,818	27,554
13	3400	Senior Financial Systems Analyst	119,559	26,183
9	3400	Budget Controller	119,559	26,183
14	3400	Financial Systems Analyst	106,469	23,317
15	3400	Cost Analyst *(Candidate Selected)*		-
BUDGET ADMINISTRATION				
16	3700	Director for Budget Administration	163,232	35,748
17	3700	Deputy Director for Budget Administration	136,683	29,934
18	3700	Deputy Director for Budget Administration	129,350	28,328
19	3700	Budget Administration Analyst	122,688	26,869
20	3700	Budget Administration Analyst	119,559	26,183
21	3700	Budget Administration Analyst	113,301	24,813
22	3700	Budget Administration Analyst	110,172	24,128
23	3700	Senior Financial Medicaid Analyst	103,914	22,757
25	3700	Budget Administration Analyst	106,469	23,317
26	3700	Budget Administration Analyst	103,820	22,737
27	3700	Budget Administration Analyst	101,171	22,156
24	3700	Budget Administration Analyst	98,521	21,576
28	3700	Executive Assistant	95,872	20,996
29	3700	Budget Administration Analyst	93,223	20,416
30	3700	Budget Administration Analyst	90,574	19,836
31	3700	Budget Administration Analyst	91,749	20,093
32	3700	Budget Administration Analyst	89,523	19,606
33	3700	Budget Administration Analyst	85,072	18,631
34	3700	Budget Administration Analyst	76,169	16,681
35	3700	Budget Administration Analyst	76,169	16,681
36	3700	Budget Administration Analyst	71,717	15,706
CAPITAL IMPROVEMENTS PROGRAM				
37	3800	Director for Capital Improvements Program	154,470	33,829
38	3800	Capital Budget Controller	140,352	30,737
39	3800	Capital Budget Administration Analyst	95,872	20,996
40	3800	Capital Budget Administration Analyst	95,872	20,996
41	3800	Capital Budget Administration Analyst *(Vacant as of 1-10-15)*		-
42	3800	Staff Assistant	61,939	13,565

*Position reclassified - Awaiting approval

OBP Reprogramming Requests / Modifications, FY 2014

FY 2014 Approved Budget		$5,874,461			
Reprogramming Amount As Requested	**Council Reprogramming # (If Applicable)**	**OBP Amount Reprogrammed**	**Fund**	**Description**	**Date**
	Allocation	$152,114	100	Allocation from Workforce Investments for citywide pay raises.	11/26/2013
$ 5,052,051	20-220	($597,180)	100	This reprogramming supported information technology improvements within the OCFO. Funds moved from each of the OCFO's programs, Comptroller Source Groups (CSGs) 11 (Regular Pay – Continuing Full Time), 12 (Regular Pay – Other), 13 (Additional Gross Pay), and 14 (Fringe Benefits – Current Personnel), to the Tax Administration and Information Systems programs, CSGs 41 (Contractual Services – Other) and 70 (Equipment and Equipment Rental), respectively. Funds were available because of salary lapse savings through vacancies and actual fringe benefit costs accruing at a lower percentage than had originally been budgeted.	7/11/2014
$ 2,874,000	20-254	($83,000)	100	This reprogramming covered unanticipated adjustments to contractual costs in certain programs as well as adjustments to personal services spending. Funds moved from the OCFO's Agency Management, Financial Operations and Systems, Budget Execution and Development, Research and Analysis, Tax Administration, Information Technology, and Finance and Treasury programs, Comptroller Source Groups (CSGs) 11 (Regular Pay – Continuing Full Time), 14 (Fringe Benefits – Current Personnel), 40 (Other Services and Charges), and 41 (Contractual Services – Other), to the Agency Management, Financial Operations and Systems, Finance and Treasury, Tax Administration, and Integrity and Oversight programs, CSGs 11 (Regular Pay – Continuing Full Time), 14 (Fringe Benefits – Current Personnel), and 41 (Contractual Services – Other). Funds are available because of vacancy savings, actual fringe benefit costs accruing at a lower percentage than had originally been budgeted, and contractual spending that were lower than anticipated.	10/23/2014
$ 307,200	OBP Approval	($307,200)	100	This reprogramming moved $267,200 to the Department of Human Services to secure additional federal TANF funds and $40,000 to support the acquisition of radios and a transport vehicle for the Department of Forensic Services. Funds moved from OCFO's Budget Development and Execution program, Comptroller Source Group (CSG) 40 (Other Services and Charges), to DHS' Family Services division, CSG 50 (Subsidies and Transfers), and DFS' Agency Management program, CSG 70 (Equipment and Equipment Rental). Funds were available because of savings as a result of delays in the implementation of certain contract related expenditures.	11/6/2014
$ 369,000	OBP Approval	$8,000	100	This reprogramming covered spending needs in certain program areas across the OCFO. Funds moved across the OCFO's Agency Management, Financial Operations, Budget Development and Execution, Revenue Analysis, Tax and Revenue, Information Systems, Finance and Treasury, and Integrity and Oversight programs, between Comptroller Source Groups (CSGs) 11, (Regular Pay - Continuing Full Time), 14 (Fringe Benefits - Current Personnel), 40 (Other Services and Charges), 41 (Contractual Services - Other), and 70 (Equipment and Equipment Rental). Funds were available because various OCFO program areas experienced PS and NPS savings due to vacancies and contract actions that did not spend as planned.	11/7/2014
Total Reprogrammed/ Allocated:		**($827,266)**			
FY 2014 Revised Budget:		**$5,047,195**			

No OBP Reprogramming Requests in FY 2015 (to date)

Office of the Chief Financial Officer

STRATEGIC
PLAN

2014

ENHANCING THE FISCAL AND
FINANCIAL STABILITY,
ACCOUNTABILITY, AND INTEGRITY
OF THE GOVERNMENT OF THE
DISTRICT OF COLUMBIA

**Government of the
District of Columbia**

**Jeffrey S. DeWitt
Chief Financial Officer**

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER

★ ★ ★

Jeffrey S. DeWitt
Chief Financial Officer

August 5, 2014

Mayor Gray, Councilmembers, and District Residents**:**

I am pleased to present the initial Strategic Plan (Plan) for the Office of the Chief Financial Officer (OCFO) that will provide the focus and direction for the OCFO over the next several years. This Plan is based on a careful review of OCFO operations and systems and discussions and feedback over the past six months with the Mayor, Councilmembers, agency directors, OCFO staff, community and business leaders, and residents of the District.

Since its creation, the OCFO has enhanced the financial status of the District by improving bond ratings, producing 17 consecutive clean audits, and working successfully with Mayors and Councils to balance budgets. This Plan is intended to build upon those successes and to address issues raised in the numerous discussions with stakeholders.

The result is a Plan that focuses our efforts on 7 strategic objectives that will result in ongoing improvements to the OCFO to better serve the Government of the District of Columbia and its businesses and residents. These strategic objectives are:

1. Improve Customer Service
2. Create a Culture of Continuous Improvement
3. Improve Transparency and Quality of Information
4. Effectively Manage Risk and Prevent Fraud
5. Implement Quality Financial Systems
6. Develop, Attract, and Retain High Quality Employees
7. Manage a Fair and Equitable System to Fully Collect District Revenues

The Plan includes individual initiatives that support one or more of the 7 objectives. In all, 24 strategic initiatives were developed that are outlined on the following chart. In general, this Plan focuses on implementing and maintaining the highest quality financial systems, ensuring best practices are in place for areas ranging from fraud prevention to lottery operations, improving the vendor payment process, developing a long-range capital financing plan, improving online tools

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Phone: (202) 727-2476 * Fax: (202) 727-1643 * www.cfo.dc.gov

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for businesses and residents, ensuring quality training and a workplace culture that attracts and retains the highest quality employees, and most importantly, on service to the public.
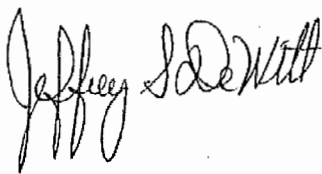
The strategic initiatives will require significant effort and resources. In particular, modernization of the tax and financial systems must be completed in phases over three to five years, but will have a significant return in terms of efficiencies, improved customer service, transparency, and improved internal controls. Over time, when fully implemented, the initiatives are intended to place the OCFO in the category of "best in class" and result in more efficient operations and improved services. An important element of this Plan is to develop a culture of continuous improvement where employees are encouraged to bring ideas forward, recognized for their contributions, and empowered to improve all areas of their work. Modernized systems, when combined with empowered employees, will transform the business operations of all areas of the OCFO.

This Plan will be regularly updated to reflect necessary changes and the priorities of the District. The OCFO is available to discuss the Plan in public forums, and a specific initiative for regular outreach and feedback is included in the Plan.

I would like to express my sincere appreciation to all the OCFO staff for their honest and candid feedback in the development of this Plan. I would also like to thank the community and business leaders, and District residents who provided their perspectives on the financial management of the District. Finally, I would like to thank Mayor Gray and all Councilmembers for their support and input, which were critical to the Plan's development.

On behalf of the OCFO, we look forward to beginning this important work.

Sincerely,

Jeffrey S. DeWitt

Chart 1 of 2

Office of the Chief Financial Officer
Strategic Plan

MISSION

To preserve and enhance the overall financial stability of the District by: 1. Protecting and enhancing the District's revenue stream; 2. Reliably estimating revenues; 3. Exercising budget oversight; 4. Preparing auditable financial statements; and 5. Managing debt and bond ratings.
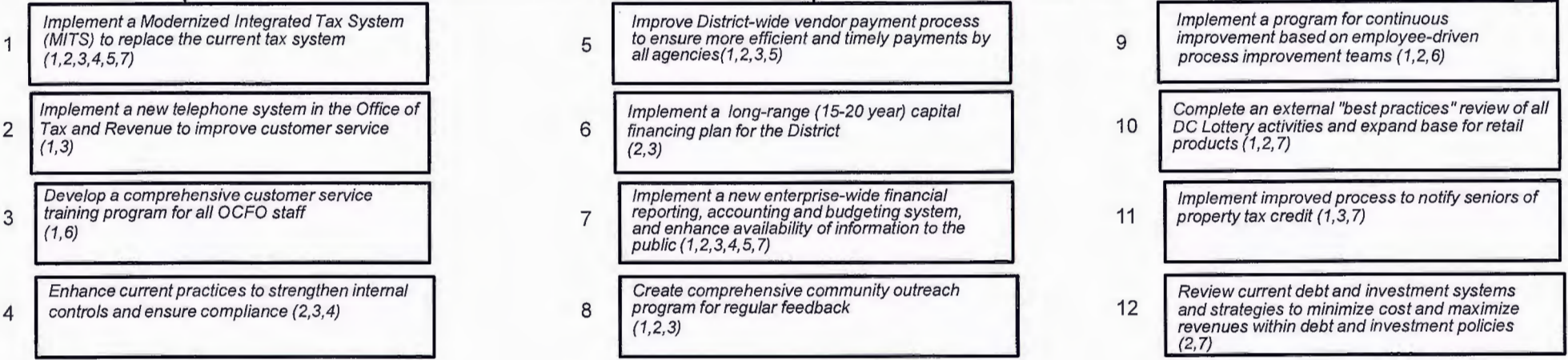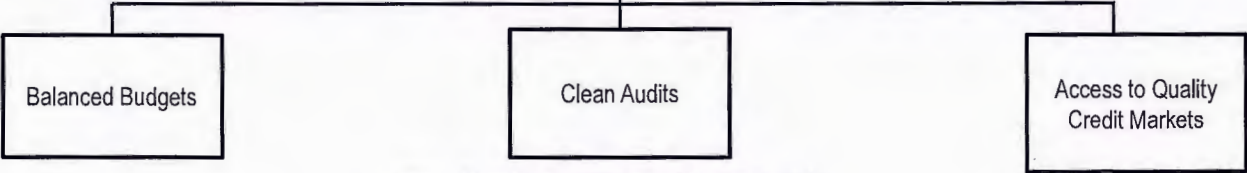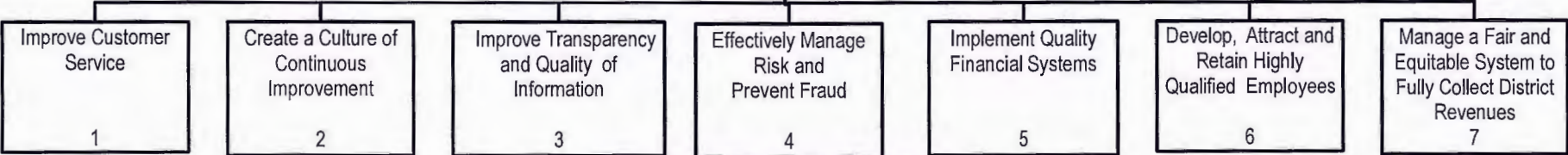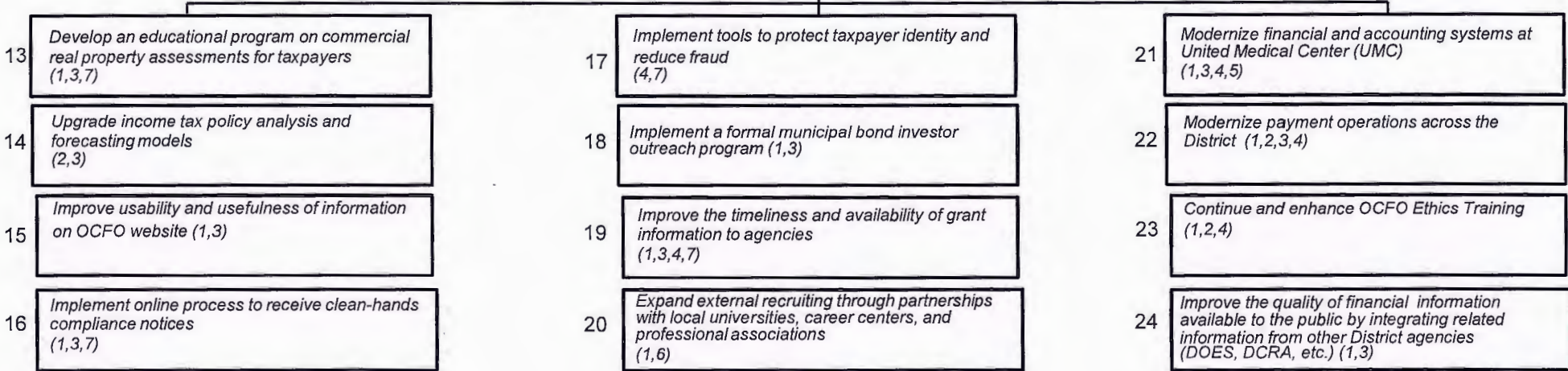
CORE OBJECTIVES

Balanced Budgets	Clean Audits	Access to Quality Credit Markets

STRATEGIC OBJECTIVES

Improve Customer Service	Create a Culture of Continuous Improvement	Improve Transparency and Quality of Information	Effectively Manage Risk and Prevent Fraud	Implement Quality Financial Systems	Develop, Attract, and Retain Highly Qualified Employees	Manage a Fair and Equitable System to Fully Collect District Revenues
1	2	3	4	5	6	7

STRATEGIC INTIATIVES
(see attached work plans)

1. Implement a Modernized Integrated Tax System (MITS) to replace the current tax system (1,2,3,4,5,7)

2. Implement a new telephone system in the Office of Tax and Revenue to improve customer service (1,3)

3. Develop a comprehensive customer service training program for all OCFO staff (1,6)

4. Enhance current practices to strengthen internal controls and ensure compliance (2,3,4)

5. Improve District-wide vendor payment process to ensure more efficient and timely payments by all agencies(1,2,3,5)

6. Implement a long-range (15-20 year) capital financing plan for the District (2,3)

7. Implement a new enterprise-wide financial reporting, accounting and budgeting system, and enhance availability of information to the public (1,2,3,4,5,7)

8. Create comprehensive community outreach program for regular feedback (1,2,3)

9. Implement a program for continuous improvement based on employee-driven process improvement teams (1,2,6)

10. Complete an external "best practices" review of all DC Lottery activities and expand base for retail products (1,2,7)

11. Implement improved process to notify seniors of property tax credit (1,3,7)

12. Review current debt and investment systems and strategies to minimize cost and maximize revenues within debt and investment policies (2,7)

Chart 2 of 2

Office of the Chief Financial Officer
Strategic Plan

MISSION
To preserve and enhance the overall financial stability of the District by: 1. Protecting and enhancing the District's revenue stream; 2. Reliably estimating revenues; 3. Exercising budget oversight; 4. Preparing auditable financial statements; and 5. Managing debt and bond ratings.

CORE OBJECTIVES

| Balanced Budgets | Clean Audits | Access to Quality Credit Markets |

STRATEGIC OBJECTIVES

| Improve Customer Service **1** | Create a Culture of Continuous Improvement **2** | Improve Transparency and Quality of Information **3** | Effectively Manage Risk and Prevent Fraud **4** | Implement Quality Financial Systems **5** | Develop, Attract and Retain Highly Qualified Employees **6** | Manage a Fair and Equitable System to Fully Collect District Revenues **7** |

STRATEGIC INTIATIVES
(see attached work plans)

13 — Develop an educational program on commercial real property assessments for taxpayers *(1,3,7)*

14 — Upgrade income tax policy analysis and forecasting models *(2,3)*

15 — Improve usability and usefulness of information on OCFO website *(1,3)*

16 — Implement online process to receive clean-hands compliance notices *(1,3,7)*

17 — Implement tools to protect taxpayer identity and reduce fraud *(4,7)*

18 — Implement a formal municipal bond investor outreach program *(1,3)*

19 — Improve the timeliness and availability of grant information to agencies *(1,3,4,7)*

20 — Expand external recruiting through partnerships with local universities, career centers, and professional associations *(1,6)*

21 — Modernize financial and accounting systems at United Medical Center (UMC) *(1,3,4,5)*

22 — Modernize payment operations across the District *(1,2,3,4)*

23 — Continue and enhance OCFO Ethics Training *(1,2,4)*

24 — Improve the quality of financial information available to the public by integrating related information from other District agencies *(DOES, DCRA, etc.) (1,3)*

Office of the Chief Financial Officer
Strategic Plan

Overview

Over the last six months, the Office of the Chief Financial Officer (OCFO) has established the strategic direction of the OCFO for the next several years. The Strategic Plan (Plan) establishes priority areas of focus for the OCFO and measures that can be specifically taken to further improve the office. The underlying goal of this Plan is to ensure an office that performs at the highest levels and can be considered "best in class" in all areas of operation.

A strategic plan of this type requires a great deal of feedback and a full assessment of the areas to be improved. For this process, the Chief Financial Officer (CFO) had several meetings with a wide array of stakeholders throughout the District, including the Federal City Council, Board of Trade, Chamber of Commerce, social service organizations, Advisory Neighborhood Commissioners, business organizations, and neighborhood block watch committees. Discussions with the Mayor, Councilmembers, District agency directors and staff at all levels of the OCFO were also used to develop the Plan.

This initial Plan focuses on **7 Strategic Objectives** and **24 Strategic Initiatives** that will be undertaken to improve these objectives. This approach is intended to show where improvement efforts will be focused and to illustrate the work plans that will be undertaken to achieve results. Factors commonly associated with strategic plans, such as key performance indications (KPIs) and other elements, will be developed in the coming months to ensure the OCFO is grounded in a culture of continuous improvement where progress is measured and results are regularly evaluated.

Background of OCFO

The independent Office of the Chief Financial Officer was established in 1996 through amendments to the Federal Home Rule Act. Under this Federal Act, the CFO is appointed by the Mayor, confirmed by the District Council, and approved by the U.S. Congress to a five-year term. Under the Home Rule Act, the OCFO:

- Certifies budgets are balanced and financial statements are fairly represented
- Provides independent revenue estimates
- Monitors revenues and spending
- Evaluates fiscal impacts of all legislation
- Reviews all economic development projects
- Issues all debt, manages all investments, and oversees credit ratings

- Oversees tax collections and lottery
- Manages financial personnel (budget, accounting and payroll functions) in all agencies.

In order to ensure independence, the federal law provides the CFO with independent personnel, contracting and legal authority. As such, the OCFO has its own human resources, contracting and legal functions within the office.

Strategic Objectives

Over the last decade, the core objectives of the OCFO have been to ensure balanced budgets, unqualified or "clean" audits, and access to quality credit markets with high and improving bond ratings. These are core objectives of any highly functioning public finance office. In addition to these core functions, it became apparent through numerous discussions with stakeholders that additional strategic objectives were needed to focus the energy and resources of the OCFO. It is very important to the community that it has access to knowledgeable OCFO staff, information is transparent, modern technology is used to provide quality information, and issues such as fraud and fairness of the tax administration system are addressed.

Finally, to achieve and maintain best in class status for the OCFO, a culture of continuous improvement and employee empowerment is required, where employees at all levels of the agency are engaged in finding ways to improve work processes and outcomes. This important objective provides the foundation for the other strategic objectives.

Listed below are the **7 Strategic Objectives** identified in the development process and a brief description of each.

1. Improve Customer Service
2. Create a Culture of Continuous Improvement
3. Improve Transparency and Quality of Information
4. Effectively Manage Risk and Prevent Fraud
5. Implement Quality Financial Systems
6. Develop, Attract, and Retain High Quality Employees
7. Manage a Fair and Equitable System to Fully Collect District Revenues

1. Improve Customer Service

This strategic objective is intended to improve the quality, timeliness, and accuracy of services provided by the OCFO to the public, District agencies, and elected officials. This may include improvements in technology such as financial systems,

monitoring of customer satisfaction, ongoing customer service training, and improvements in employee morale to enhance customer service.

2. Create a Culture of Continuous Improvement

This strategic objective seeks to create a work environment and culture that always looks to improve processes, be more efficient, and enhances the quality of work performed at all levels. This requires an employee-empowered culture of accountability that encourages suggestions and ideas from employees, and that addresses problems in partnership with management. The popular management concept, the "Oz Principle" of "See It, Own It, Solve It, Do It," or similar concepts will be used to empower a culture of continuous improvement.

3. Improve Transparency and Quality of Information

This strategic objective works to ensure that information provided by the OCFO is accessible, timely, and can be easily understood and relied upon as accurate. Regular feedback from OCFO customers is required to ensure this objective is met. Although complete transparency is the objective, the OCFO must take care to protect confidential information, such as taxpayer information, or information that puts the District at risk of fraud or theft.

4. Effectively Manage Risk and Prevent Fraud

This important objective is essential to ensure, that as stewards of public funds and public trust, the OCFO implements and maintains controls to prevent and detect fraud. This includes regular risk assessments, audits of sensitive areas, hotlines to report inappropriate activity, regular testing of internal controls, and ongoing employee training to actively prevent and detect fraud in the workplace.

5. Implement Quality Financial Systems

With many of the OCFO's financial systems more than fifteen years old, significant efforts are required to meet increasing demands from the public for timely and quality information. This objective focuses on updating OCFO financial systems in the areas of tax, financial reporting, budget, and business intelligence. The intent is to implement quality systems that are updated regularly and reflect effective and efficient business processes.

6. Develop, Attract, and Retain High Quality Employees

Highly-qualified and well-trained employees are critical to meeting all the OCFO's goals. This strategic objective focuses on recruiting a highly-qualified and diverse staff, ensuring that necessary training programs are in place for all areas of the OCFO, and that there are appropriate rewards and recognition events to retain top talent.

7. Manage a Fair and Equitable System to Fully Collect District Revenues

This strategic objective focuses on improving our ability to fairly and equitably collect District revenues. This includes the use of technology, ensuring only fair and reasonable collection tools are used, conducting audits and other available options that provide businesses and residents assurance that everyone is paying their fair share under current laws and regulations. Efforts will be made to ensure that only the proper amounts due are collected, and any amounts owed individual taxpayers and businesses are paid promptly.

Strategic Initiatives
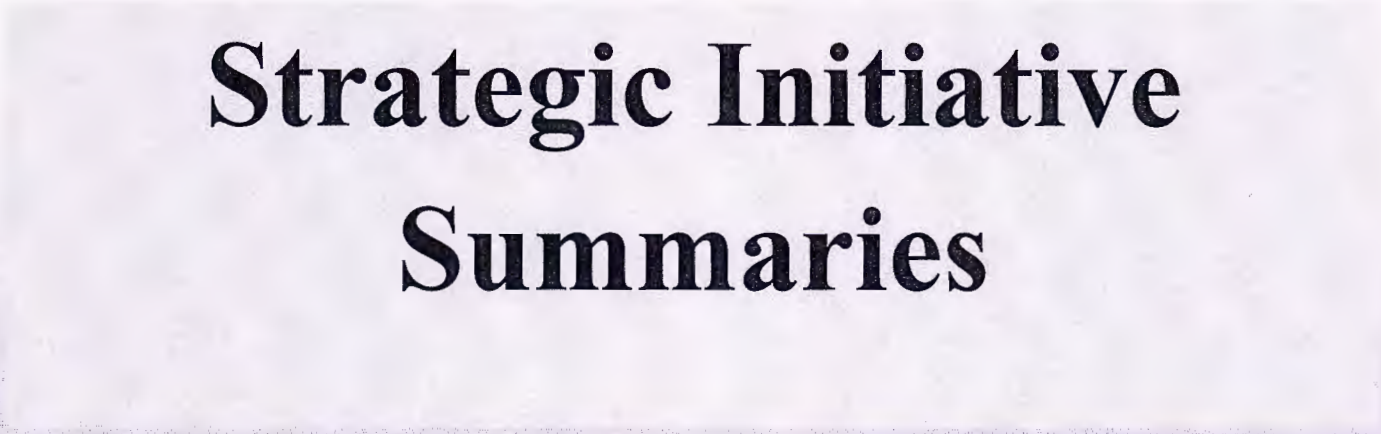
As discussed above, the OCFO, in addition to its core responsibilities, will focus on the 7 strategic objectives. As a result, through a number of workshops with executive staff, 24 strategic initiatives were identified that align with and support one or more of the strategic objectives. Detailed information regarding the 24 strategic initiatives can be found on the pages that follow. The initiatives focus on improving technology for better customer service and transparency, reducing the risk of fraud through strong internal controls and training, improving the timeliness of vendor payments, improving the management of debt and investments, integrating financial information for better decision making, enhancing staff training and recruiting, improving the work environment to encourage a "best practice" culture, developing a long-range capital financing plan, and establishing a process to gather regular stakeholder feedback.

The 24 strategic initiatives will drive the focus of the OCFO and the dedication of staff and other resources to achieve them. In particular, the technology areas will require multiple years and phases, and a significant dedication of staff to implement. The initiatives will be undertaken in addition to maintaining the core functions of the OCFO, with the goal of improving day-to-day operations, increasing efficiencies, and improving customer service. This Strategic Plan is intended to make those efforts transparent, and encourage a dialogue with stakeholders for further improvements to the level and quality of services provided by the Office of the Chief Financial Officer.

Strategic Initiative Summaries

Strategic Initiative #1

Title of Initiative: Implement a Modernized Integrated Tax System (MITS) to replace the current tax system

Description of Strategic Initiative: This initiative will replace the District's 15-year- old tax administration system with a proven commercial-off-the-shelf integrated tax system. The new system will use state-of-the-art technology to provide a flexible, high performance, scalable, configurable, and reliable tax processing solution. This modernization will enable the OCFO to improve productivity, reduce processing costs, enhance collection activities, enhance fraud detection activities, and assure fair and equitable application of rules and regulations. As the new systems come online, a communications and outreach program will be instituted to provide District taxpayers with the Information they need to make full use of the new system and to provide feedback for future improvements. The new system and process changes required will be reviewed by the Office of the Chief Risk Officer (OCRO) to ensure all necessary internal controls are maintained.

Responsible Areas for Implementation: Office of Tax and Revenue (OTR), Office of Chief Information Officer (OCIO), Office of Financial Operations and Systems, (OFOS), Office of Finance and Treasury (OFT), Office of the Chief Risk Officer (OCRO), and Public Affairs.

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; 3. Improve Transparency and Quality of Information; 4. Effectively Manage Risk to Prevent Fraud and Losses; 5. Implement Quality Financial Systems; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: Ensure that the OCFO's tax administration system will remain current and reliable for the foreseeable future; Provide accurate real time processing capabilities; Provide enhanced analytics for use in fraud prevention, collections improvement, revenue analysis, and other discovery purposes; Reduce processing costs; Enable rapid response to changing tax laws and District Council initiatives; Enhance compliance programs; Improve system security and auditability; and Improve convenience and levels of service to taxpayers through use of a taxpayer e-commerce and payment portal.

Resources Required (FTEs and Funding): 36 OCFO staff working full time, 14 part-time, with total projected capital funding cost of $65.6M (System Integrator- $37.4 M, OCFO Project Support- $18.8 M, Project Management /Hardware/Licensing Support- $9.4 M)

Estimated Timelines for Completion (start and end dates): The implementation timeline is 4 years with 4 phased rollouts. Phase 1 will include individual income taxes; Phase 2 will include franchise and withholding taxes; Phase 3 will include sales and use taxes; and all remaining taxes and fees will be rolled out in Phase 4. Project begins – September 1, 2014. Phase 1 is estimated to complete by Winter 2016; Phase 2 by Winter 2017; Phase 3 by Winter 2018; and Phase 4 by Winter 2019. *Note: This is the preferred timeline, subject to change based on discussions with the vendor.*

Strategic Initiative #2

Title of Initiative: Implement a new telephone and customer relations system in the Office of Tax and Revenue to improve customer service

Description of Strategic Initiative: Implement a modernized telephone system and a single Customer Relations Management (CRM) system for the Office of Tax and Revenue (OTR). The goal is to integrate the telephone system with other OCFO applications such as the tax administration system, email, voice mail, written correspondence, notices, etc. so all customer interactions are recorded and tracked in a single system. As the new systems come online, a communications and outreach program will be instituted to provide District taxpayers with the information they need to make full use of the new system and to provide feedback for future improvements.

Responsible Areas for Implementation: Office of Chief Information Officer (OCIO), Office of Tax and Revenue (OTR) and Public Affairs

Strategic Objectives Impacted: 1. Improve Customer Service; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: Improve levels of service to residents; Improve efficiency of operations across all customer-facing OCFO business units; and provide visibility into types and levels of customer service provided by the OCFO.

Resources Required (FTEs and Funding): This initiative will require 1 OCIO staff working full time on the project with existing staff from OTR assisting with requirements and testing. The estimated total projected cost is $1.5M for the phone and CRM system, not including staffing.

Estimated Timelines for Completion (start and end dates): Phase 1: Implement a modernized telephone system for the OTR prior to Phase 1 for the new integrated tax system (strategic initiative #1)

Subsequent Phases: Implement a centralized Customer Relations Management system that integrates all customer contacts into a single system.

Timeline – Phase 1 – Summer 2015; Phase 2 for Full Integration – by Fall 2017.

Strategic Initiative #3

Title of Initiative: Develop a comprehensive customer service training program for all OCFO staff

Description of Strategic Initiative: The Human Resources Division will design and develop a customer service training program for all employees that focuses on the fundamental principles of providing excellent service to our internal and external customers. The initial training module will establish customer service as a core value and will create a clear and common understanding of the Agency's expectations, requirements, and standards for delivering excellent customer service. The initial training program will consist of an e-learning module that each employee will be able to access from their desktops thus reducing the amount of time they are away from their work locations. In addition, all new hires will take the e-learning training so that each OCFO employee has a common understanding of what is expected of them from the first day of employment.

Responsible Areas for Implementation: This effort will be led by the Human Resources Division and will involve various OCFO unit representatives, as well as external resources.

Strategic Objectives Impacted: 1. Improve Customer Service; and 6. Develop and Retain Highly Qualified Employees.

Summary of Expected Impact on Strategic Objectives: 1. Increases public trust in agency employees; 2. Establishes a common set of standards and practices for delivering customer service; 3. Provides OCFO staff with the skills and abilities to deliver quality customer service; 4. Improves the Agency's reputation with external customers; and 5. Decreases customer complaints.

Resources Required (FTEs and Funding): No expected increase in FTEs, but will require the assistance of agency staff to serve as subject matter experts and anticipated vendor and product costs associated with the development and delivery of this training program.

Estimated Timelines for Completion (start and end dates): Start Date – July 2014; Completion Date – December 2014

Development – July 2014 through December 2014
Training – January 2015 through March 2015

Strategic Initiative #4

Title of Initiative*:* Enhance current practices to strengthen internal controls and ensure compliance with all accounting and auditing standards, and applicable laws and regulations

Description of Strategic Initiative: This initiative covers several separate areas of focus by the OCFO to ensure strong internal controls, with an emphasis on continuous improvement, to reduce future audit findings and to ensure the quality and integrity of our financial statements, processes, policies and procedures are at the highest level. The general areas of focus are listed below.

- Identification and remediation of external audit findings (Comprehensive Annual Financial Report (CAFR))

- Identification and remediation of audit findings related to federal grants (Single Audit)

- Comprehensive review of all policies and procedures

- Comprehensive risk assessment of all business units to identify fraud risks and develop necessary additional controls

- Peer review of internal audit (Office of Integrity and Oversight) to ensure compliance with audit standards

Responsible Areas for Implementation: Office of Financial Operations and Systems (OFOS), Office of Integrity and Oversight (OIO), Office of the Chief Risk Officer (OCRO), OCFO staff within the affected agencies, and program staff. OCFO personnel will work collaboratively with program staff within the affected agencies as well as other representatives of the Executive Office of the Mayor and the Council.

Strategic Objectives Impacted: 2. Create a Culture of Continuous Improvement; 3. Improve Transparency and Quality of Information; and 4. Effectively Manage Risk to Prevent Fraud.

Strategic Initiative #4 (con't)

Summary of Expected Impact on Strategic Objectives: This initiative emphasizes a holistic and comprehensive approach to proactively reduce risks of fraud and to actively address any issues identified by both external and internal auditors. The work efforts focus on all areas of the OCFO and District agencies to maximize federal grants, eliminate audit risk, and regularly review business processes, policies and procedures in order to maintain the highest standards. Detailed work plans and oversight committees will ensure audit findings are addressed; agency internal staff will be assisted by risk assessment consultants to review all areas vulnerable to fraud; internal staff will document policies and procedures; and external peer reviews will be used to ensure internal audits are of the highest quality. The intended result is to assure elected officials, agencies, and the public that all reasonable efforts are being taken to manage fraud risk by the OCFO.

Resources Required (FTEs and Funding):

- Identification and remediation of any external audit findings
  (Existing OCFO staff and dedicated agency staff to address any findings)
- Identification and remediation of audit findings related to federal grants (Single Audit),
  (Existing OCFO staff and dedicated agency staff to address any findings)
- Comprehensive review of all policies and procedures for all areas
  (Led by OCRO staff with staff assigned from each area of the OCFO)
- Comprehensive business risk assessments of all areas to identify fraud risks and necessary additional controls
  (External contractors estimated 5 FTEs over a 24-month period overseen by OCRO; estimated cost TBD after procurement is completed).
- Peer review of internal audit (Office of Integrity and Oversight) to ensure compliance with audit standards
  (1 FTE dedicated as quality assurance expert; approximately $20,000 for all costs for peer review team)

Estimated Timelines for Completion (start and end dates):

- Identification and remediation of any external audit findings
  (Continuous)
- Identification and remediation of audit findings related to federal grants (Single Audit)
  (Continuous)
- Comprehensive review of all policies and procedures for all areas
  (Start October 2014, Complete September 2015: training program delivered October 2015)
- Comprehensive business risk assessments of all areas to identify fraud risks and necessary additional controls
  (Contractor selected December 2014, Complete all assessments December 2016)
- Peer review of internal audit (Office of Integrity and Oversight) to ensure compliance with audit standards
  (Start September 2015, Completed by April 2016)

Strategic Initiative #5

Title of Initiative: Improve District-wide vendor payment process to ensure more efficient and timely payments by all agencies

Description of Strategic Initiative: This initiative will improve the payment process to all vendors and contractors doing business with the District. This initiative will implement processes to measure monthly compliance with the District of Columbia Quick Payment Act (QPA) of 1984, timely identify and resolve weaknesses in the procurement and accounts payable process, develop improvements and corrective action plans, and track results. The OCFO will:

a) Update policies and procedures to include clearly defined timelines for each stakeholder in the payment process from initial acceptance of receiving goods and services to approval of invoices through payment release

b) Re-educate/train all stakeholders in the complete procurement-to-payment cycle (program team, accounts payable, vendors): 1) review purchase order aging, invoice aging, and QPA reports, and provide bi-weekly status reports to program team; 2) conduct periodic (quarterly) workshops on invoice processing requirements to program managers and project managers

c) Monitor QPA activity reports by individual agencies as part of agencies' performance metric data

d) Measure accounts payable group performance and develop and implement staff productivity metric/performance standards for timely processing of invoices

e) Leverage technology to enhance efficiency and measure progress by : 1) establishing a linked OCFO/OCP vendor portal for both initial submission of and updating payment information; 2) implementing an electronic invoice submission (if cost-effective) or developing a vendor web-portal for invoice submission that allows invoice tracking by agencies to allow them to view and accept/reject invoices; and 3) providing the capability for vendors to check in on their submitted invoices and status of payments.

Responsible Areas for Implementation: Office of Financial Operations and Systems, Office of Finance Treasury, Office of the Chief Information Officer, Office of the Chief Risk Officer, and all D.C. Government agencies.

Strategic Objectives Impacted 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; 3. Improve Transparency of Information; and 5. Implement Quality Financial Systems.

Summary of Expected Impact on Strategic Objectives: This initiative will: 1. ensure timely and accurate payment of valid vendor invoices in compliance with the District's QPA; 2. eliminate audit findings; 3. streamline procurement and accounts payable processes; and 4. improve accounts payable group performance.

Resources Required (FTEs and Funding): Dedication of existing staff and agency personnel to process improvement teams and potential funding for a payment portal if not available in the new financial system. (strategic initiative #7)

Estimated Timelines for Completion (start and end dates): Started process reviews in July 2014 and training by December2014. Payment portal – TBD.

Strategic Initiative #6

Title of Initiative: Implement a long-range (15-20 year) capital financing plan for the District

Description of Strategic Initiative: This initiative will involve the development of a long-range (15 to 20 Year) capital financing plan and the financial options to fund the city's infrastructure needs. The plan will identify costs to maintain current assets, new capital facilities and Business Improvement Districts (BIDs) and Tax Increment Financing (TIF) projects. The plan will require a facilities maintenance plan for District assets and master plans for the Washington Metropolitan Area Transit Authority (WMATA), District Department of Transportation (DDOT) and other large capital infrastructure programs. The intent of the plan is to determine the optimal mix of financing tools including municipal bonds, pay-as-you-go capital, and public/private partnerships, to fund these needs and to identify any gaps in needs versus resources in order to develop strategic options for consideration by policy makers.

Responsible Areas for Implementation: This effort will be led by the OCFO Executive Office and will involve the Office of Budget and Planning, Office of Finance and Treasury, and the Office of Revenue Analysis with support by various District agencies responsible for capital planning and infrastructure maintenance.

Strategic Objectives Impacted: 2. Create a Culture of Continuous Improvement; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: This initiative will provide for better information on current capital projects as well as future capital and infrastructure needs. In addition, the plan will identify funding needs to maintain current infrastructure; the capacity of different funding options; and the impact of policies on the District's debt cap and pay-as-you-go levels as well as the need for alternative financial options such as public/private partnerships and infrastructure trusts.

Resources Required (FTEs and Funding): Dedication of 0.50 FTE from the OCFO Senior Financial Policy Advisor, staff support from Office of Budgeting and Planning and Office of Finance and Treasury, and consulting services and support from various District agencies

Estimated Timelines for Completion (start and end dates): Phase 1: Complete Long-Range Capital Maintenance Assessment (May 2015); Phase 2: Complete Assessment of Other Capital Needs (December 2015); Final Plan for Review (March 2016)

Strategic Initiative #7

Title of Initiative: Implement a new enterprise-wide financial reporting, accounting and budgeting system and enhance the availability of information to the public

Description of Strategic Initiative: This initiative will replace the current accounting, budget, and procurement systems used by the District with an integrated system. This integrated financial management system will simplify the creation of the annual budget; improve monitoring and reporting on the financial activities during the fiscal year; and provide the District with the ability to easily accommodate new business requirements introduced by federal or District legislation. The new system will provide improved auditing and monitoring capabilities while complying with new accounting and financial reporting requirements introduced by the Governmental Accounting Standards Board. This initiative will result in improved management of the District's cash flow and investments and more efficient integration with other systems such as the procurement systems. The goal is to also expand the availability of data to the public through the use of expanded and improved analytical tools, such as CFOInfo.

Strategic Objectives Achieved/Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; 3. Improve Transparency and Quality of Information; 4. Effectively Manage Risk to Prevent Fraud and Losses; 5. Implement Quality Financial Systems; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: This initiative will streamline the creation of the Comprehensive Annual Financial Report; automate and simplify the cash reconciliation process; improve grants management; and enhance internal controls. The new financial system will allow for more timely and more accurate reporting of the District's finances and provide improved integration with other District systems for increased efficiencies. Increased information and analytical capabilities will also be available to the public.

Responsible Areas for Implementation: This initiative will be led by the OCFO Executive Office and will involve the Office of Financial Operations and Systems, the Office of Budget and Planning, the Office of Finance and Treasury, the Office of the Chief Information Officer, and the Office of Management and Administration, with support from District agencies.

Resources Required (FTEs and Funding): Estimated dedicated staffing is approximately 40 FTEs with implementation cost currently estimated at approximately $70 million for completion of a full enterprise-wide system, subject to a complete project review.

Estimated Timelines for Completion (start and end dates): A full assessment of the timing and scope of the projects is under review and will be completed by January 2015. Phase 1 will begin in the Summer of 2015, with full completion planned by 2018.

Strategic Initiative #8

Title of Initiative   Create comprehensive community outreach program for regular feedback

Description of Strategic Initiative: Receiving timely information and opinions from all segments of the District's population is a vital part of the OCFO's decision-making process. In order to accomplish this goal, representatives from the OCFO will meet regularly with Community, Business and Public Service organizations throughout the city. . These meetings will be an important part of an on-going dialogue with individuals and organizations throughout the city. The Public Affairs Officer will create a year-long Calendar, available on the OCFO website, cfo.dc.gov, which will allow the public to see when OCFO meetings are scheduled throughout the city.   Social media tools will be explored to determine how these communications tools can be used to increase the OCFO's outreach capabilities.

Responsible Areas for Implementation: OCFO Public Affairs Officer, the Executive Assistant to the CFO, Deputy and Associate Chief Financial Officers

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: Regular feedback from District residents on the effectiveness of OCFO functions, projects, and initiatives. Increased public knowledge of the OCFO's mission and programs.

Resources Required (FTEs and Funding):

Public Affairs Officer, the Executive Assistant to the CFO, and Deputy and Associate Chief Financial Officers

Estimated Timelines for Completion (start and end dates) – July 2014 and continuing on an ongoing basis.

Strategic Initiative #9

Title of Initiative: Implement a program of continuous improvement based on employee-driven process improvement teams

Description of Strategic Initiative: This initiative develops a program to elicit employee ideas and suggestions that will improve the workplace. From process improvements and customer service to employee morale, ideas and suggestions will be reviewed and considered for assignment to employee teams led by a facilitator to review issues, develop recommendations, and present results to supervisors and managers. Once approved, employees would implement any changes. The concept or culture that will be encouraged is, "See It, Own It, Solve It, Do It" and would use "Six Sigma" efficiency standards for process improvement strategies along with employee empowerment to find efficiencies and increase morale.

Responsible Areas for Implementation: This effort will be led by the Human Resource Division and the OCFO Executive Office. The first pilot for this project will be in the Office of Tax and Revenue where initial focus groups have been completed to address employee morale and customer service.

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; and 6. Develop, Attract and Retain Highly Qualified Employees.

Summary of Expected Impact on Strategic Objectives: Once fully implemented, this program will encourage employees to bring their ideas to supervisors and managers to improve work environments and efficiencies, and ensure employees are heard. Managers and Supervisors will have more engaged employees who help solve problems and take ownership of their assignments. Morale will improve and efficiencies in all areas will be enhanced.

Resources Required (FTEs and Funding): A process improvement specialist position with experience in facilitation and Six Sigma techniques will be recruited. An estimated 2-3 position in HR will be assigned to this process, which will be piloted in the Office of Tax and Revenue.

Estimated Timelines for Completion (start and end dates): Pilot Project in the Office of Tax and Revenue to implement suggestions for Customer Service and Employee Morale. Initial Recommendations from Employees – Late Fall 2014; Full Program Underway in OTR – Spring 2015. All OCFO areas – by December 2015.

Strategic Initiative #10

Title of Initiative: Complete an external "best practices" review of all DC Lottery activities and expand base for retail products.

Description of Strategic Initiative: This initiative will contract with an external and independent business consultant with experience in lottery operations to conduct a "best practice" review of the DC Lottery. The review will cover all areas of the DC Lottery, including structure, staffing, marketing, and contracting to develop recommendations to ensure "best in class" operations to maximize benefits to District residents and revenue to the General Fund.

Responsible Areas for Implementation:

Executive Office of the OCFO, Executive Director and Chief Operating Officer of the DC Lottery, and Office of Contracts

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives:

Ensure "best in class" operations of the DC Lottery and, if necessary, implement recommended changes through a strategic plan specific for the DC Lottery.

Resources Required (FTEs and Funding): Consulting Services contract, in an amount to be determined, and access to all DC Lottery staff and resources for the review.

Estimated Timelines for Completion (start and end dates):

Complete procurement for consulting services by December 2014; Complete study by December 2015 including a retail expansion plan.

Strategic Initiative #11

Title of Initiative: Implement improved process to notify seniors of property tax credit

Description of Strategic Initiative: Develop a match process between the birthdate on individual income tax returns (beginning with 2013 returns) and homestead property owners. Owners who will be turning 65 during the current billing cycle will be notified that they may qualify for the senior credit, and provided with information and an application. This information can also be used to verify property owners claiming the senior credit are doing so correctly. A communications and outreach program will be instituted to provide District taxpayers with the information they need to make full use of this benefit.

Responsible Areas for Implementation: Office of Tax and Revenue (OTR), Office of the Chief Information Officer (OCIO) and Public Affairs

Strategic Objectives Impacted: 1. Improve Customer Service; 3. Improve Transparency and Quality of Information; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: This is an outreach program to ensure real property owners are made aware of credit opportunities.

Resources Required (FTEs and Funding): OCIO will require 3-4 months to fully develop and implement the program at an estimated cost of approximately $75,000, including public outreach by OTR.

Estimated Timelines for Completion (start and end dates): Project began – June 1, 2014 with completion by Fall 2014

Strategic Initiative #12

Title of Initiative: Review current debt and investment systems and strategies to minimize costs and maximize revenues within debt and investment policy guidelines.

Description of Strategic Initiative: Debt: Phase 1 of this initiative involves a review of current operations and systems with respect to the District's debt management program. Phase 2 of the initiative involves implementing new debt strategies that minimize the overall risk and cost exposure. This initiative will include the review of the timing of bond sales, use of variable versus fixed rate debt, implementation of new credits to the debt program, as well as new programs such as Public Private Partnerships (P3s) and Infrastructure Banks.

Investments: Phase 1 of this initiative involves review of current operations and systems, as compared to best practices, with respect to cash and investment management programs. Phase 2 of the initiative involves implementing new investment strategies that minimize overall risk and maximize the return profile of cash investments.

Responsible Areas for Implementation: This effort will be led by the Office of Finance and Treasury. It will also involve the Senior Financial Policy Advisor to the CFO.

Strategic Objectives Achieved/Impacted: 2. Create a Culture of Continuous Improvement; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: Phase 1 of the initiative will identify areas of potential improvement in debt and investment management and determine what information technology may be needed to support the program. Phase 2 will implement new technology, and debt and investment strategies that will lead to better risk management, lower debt service costs, and increase investment returns.

Resources Required (FTEs and Funding): No additional FTEs are required. Initial development may require consulting services. The current budget will cover initial program costs for the review. Phase 2 costs for new systems and potential for additional FTEs will be determined in the future.

Estimated Timelines for Completion (start and end dates): Phase 1 review of the program will begin in August 2014 and be completed by May 2015, and Phase 2 will be implemented by September 2016.

Strategic Initiative #13

Title of Initiative: Develop an educational program on commercial real property assessments for taxpayers

Description of Strategic Initiative: Senior management of the Assessment Division of OTR's Real Property Tax Administration will initiate discussions with the industry associations, property owners, and other individuals interested in the commercial property assessment process concerning the development of capitalization rates, treatment of vacancies and lease-up expenses, market rent determinations, allowances for capital improvements, and other relevant factors impacting assessments. OTR's goal is to reflect the market and assess properties at market value. A communications and outreach program will be instituted to provide District commercial taxpayers with the information discussed in these meetings and any changes that may result.

Responsible Areas for Implementation: Real Property Tax Division, Office of the General Counsel and Public Affairs

Strategic Objectives Impacted: 1. Improve Customer Service; 3. Improve Transparency and Quality of Information; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives:
The initiative will create a better understanding of the commercial real property assessment process by the property owners and their representatives. It will also provide a vehicle for feedback to improve customer service and make the process more transparent to taxpayers. The Assessment Division will benefit through a greater understanding of the commercial real property market in the District of Columbia from the perspective of property owners. The goal is to reduce appeals and improve the overall process.

Resources Required (FTEs and Funding): Staff time to develop workshops and coordinate meetings with industry groups can be done with existing resources.

Estimated Timelines for Completion (start and end dates): The initiative will commence in the Summer of 2014, concluding by the end of calendar year 2014, so that any resulting changes in the assessment process for commercial real property can be incorporated with the 2016 assessments which are required to be mailed by March 1, 2015.

Strategic Initiative #14

Title of Initiative: Upgrade income tax policy analysis and forecasting models

Description of Strategic Initiative: As part of its commitment to continuously improve its analysis of the effects of fiscal policies on the District's economy and budget, the Office of Revenue Analysis (ORA) regularly upgrades its statistical and modeling software, including a micro-simulation model based on individual income tax data. Dramatic changes in the economic and fiscal landscape since the last upgrade – notably, the financial crisis and the government's response to it – have reduced the efficacy of the model in recent years and make an upgrade particularly desirable at this time. This initiative will expand the range of policies that ORA will be able to analyze, while incorporating major changes in the D.C. and federal tax laws since the model was developed.

Responsible Areas for Implementation: Office of Revenue Analysis (ORA), with the support of the Office of Contracts to solicit and evaluate bids, and to award a contract for upgrading ORA's individual income tax simulation model.

Strategic Objectives Impacted: 2. Create a Culture of Continuous Improvement; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: By upgrading its individual income tax simulation model, ORA will have greater ability to estimate more accurately and in more detail how tax revenues will be affected by changes in the economy or tax law. The project will involve updating D.C. tax records from 2010 to 2012, supplementing the local data with 2012 data from the IRS, and capturing recent changes in federal tax law. As a result, ORA will be able to provide policymakers with better information to guide their decisions.

Resources Required (FTEs and Funding): This initiative will require contractor support. Previous work of a similar scope to develop ORA's individual income tax simulation model has typically cost between $75,000 and $100,000.

Estimated Timelines for Completion (start and end dates): The contractor's work will be completed by September 30, 2014, and full implementation of the upgrades (encompassing testing of the system by ORA and any revisions that the contractor would need to make) by December 31, 2014.

Strategic Initiative #15

Title of Initiative   Improve the usability and usefulness of information on OCFO website

Description of Strategic Initiative: This initiative will upgrade and improve the OCFO and Office of Tax and Revenue (OTR) websites to make them more complete, transparent and customer-friendly. These websites are the primary communications tools for the OCFO/OTR and they must be complete, transparent and easy to use by all segments of the community, not just those with detailed knowledge of the OCFO/OTR. The website will be revised to make it as easy as possible (fewest number of clicks) for our customers to find and understand the information they are seeking. Information "silos" will be broken down so that relevant information from different OCFO departments will be readily available. In addition, easy-to-follow directions will be provided to enable individuals with follow-up questions to reach OCFO/OTR staff, who will provide timely responses. This will be an ongoing process with users being regularly surveyed for their ideas for improvements and technical upgrades will be made as they become available.

Responsible Areas for Implementation: Public Affairs Officer, CIO and OTR Public Affairs Specialist

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: This initiative will improve access to information by the public, news media, and government officials.

Resources Required (FTEs and Funding):   OCFO Public Affairs Officer; OTR Public Affairs Specialist, CIO and OCIO staff. Funds will be required for an outside consultant to evaluate the transparency and ease of use by customers.

Estimated Timelines for Completion (start and end dates):   Complete the review and recommended changes by Fall 2014. Redesign and rollout improved website in early 2015.

Strategic Initiative #16

Title of Initiative: Implement online process for citizens to receive City clean hands compliance notices

Description of Strategic Initiative: Currently, the public must come to District offices to obtain "Clean Hands" compliance notices indicating they do not owe any taxes or fees to the District in order to conduct business with the City. This initiative implements web services technology that will allow this certification to occur online, through a secure and confidential process, rather than via mail or in person. The system will provide better service to the customers and reduce the need for staff resources dedicated to this function. As the new tax system comes online, a communications and outreach program will be instituted to provide District taxpayers with information they need to make full use of the new system and to provide feedback for continued improvements.

Responsible Areas for Implementation: Office of Tax and Revenue (OTR), Office of the Chief Information Officer (OCIO), and Public Affairs

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; 3. Improve Transparency and Quality of Information; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: Provides citizens with a method of receiving a City Clean Hands compliance notice immediately, resulting in increased customer satisfaction. If a citizen is not compliant, they will be directed to the agency requiring satisfaction in order to become compliant. Taxpayers whose situations cannot be handled automatically will be referred to the Compliance Administration for expedited review.

Resources Required (FTEs and Funding): OCIO will require 2 developers dedicated for approximately 4-6 months, followed by testing by OTR staff. Hardware and web services resources will also be required. A least one FTE will be required in OCIO and OTR as well as help desk training. The total cost is estimated at approximately $250,000.

Estimated Timelines for Completion (start and end dates): Project begin date – December 2014; completed and ready for public use by late 2015.

Strategic Initiative #17

Title of Initiative: Implement tools to protect taxpayer identity and reduce fraud

Description of Strategic Initiative: This initiative is designed to reduce the number of fraudulent tax refunds related to identity theft that have become an issue nationwide. The program will select a contractor to review each refund file for demographic validation and verification of the taxpayer's identity. Taxpayers whose identity cannot be validated with existing information will be sent a letter to take an online quiz that uses certain criteria that only the valid taxpayer would know. Those without online access can call or come to the office to be validated. Those validated will be issued the refund claimed. Similar programs in other states have substantially reduced fraudulent tax refunds.

Responsible Areas for Implementation: Office of Tax and Revenue (OTR), Office of the Chief Information Officer (OCIO), and Public Affairs

Strategic Objectives Impacted: 4. Effectively Manage Risk to Prevent Fraud and Losses; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues

Summary of Expected Impact on Strategic Objectives: This new program is expected to improve the validation and verification of taxpayers claiming refunds and improve customer service. Based on programs in other states, OTR estimates it can reduce the number of fraudulent returns by 50 percent in the first year.

Resources Required (FTEs and Funding): The dedication of approximately 5 FTEs in OTR will be needed for the new program. OCIO will require I FTE for approximately 4-6 months to provide necessary data and technical support. Contracting costs are estimated at less than $100,000. Efficiency savings from reduced fraudulent tax refunds will pay back in the first few months of the program.

Estimated Timelines for Completion (start and end dates): Project start date: August 1, 2014
Completed by: Winter 2015.

Strategic Initiative #18

Title of Initiative – Implement a formal municipal bond investor outreach program

Description of Strategic Initiative: This initiative involves the development of an investor relations program to provide more proactive information to the District's current and potential municipal bond investors, particularly large institutional investors. The program will include investor conferences, roadshows, and a dedicated investor website. The intent of the program is to increase awareness of the District's financial condition and debt management practices with the investment community. A communications and outreach program will be instituted to provide potential District and national investors with information they need to invest in the District's future.

Responsible Areas for Implementation: This effort will be led by the Office of Finance and Treasury. It will also involve the Senior Financial Policy Advisor to the CFO, Office of Revenue Analysis, Office of Budget and Planning, and Public Affairs.

Strategic Objectives Achieved/ Impacted: 1. Improve Customer Service; and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: The initiative is designed to increase investor demand for District bonds; with increased demand there is potential for better pricing levels and lower interest rates on new debt. This provides long-term interest cost savings for the District.

Resources Required (FTEs and Funding): No additional FTEs are required. Cooperation with District agencies will be necessary to implement the program. Initial development may require consulting services. Current resources are expected to cover the initial program costs.

Estimated Timelines for Completion (start and end dates): Development and implementation of the program will be completed by May 2015 with ongoing outreach in the following years.

Strategic Initiative #19

Title of Initiative: Improve the timeliness and availability of grant information to agencies

Description of Strategic Initiative: The centralized Grant Repository will provide a central place to store and track all documents related to a specific grant for all grant-receiving agencies throughout the District Government. The centralization of documents will facilitate the easy transfer of grants from one agency to another, serve as a data warehouse used for federal audits, and facilitate a reduction in lapsing grant funds. Specifically, the Repository will track all federal grant award notification letters, notice of changes, spending plans, grant budgets and revisions, asset dispositions, close-out documents, and federal financial reports. The Repository will include a notification system that identifies grant expiration dates and timelines and provide alerts when expiration dates are approaching, and will contain documents associated with the entire grant life cycle. As the Repository comes online, a communications and outreach program will be instituted to provide District agencies and District grant recipients with information they need to make full use of the data in the Repository and to provide feedback on how it is working and how it can be improved.

Responsible Areas for Implementation: All District Grant-Receiving Agencies, Office of Partnerships and Grants Services, the Office of Budget and Planning, Office of Financial Operations and Systems, Office of Finance and Treasury, Office of the Chief Information Officer, Associate CFOs, and Public Affairs.

Strategic Objectives Impacted: 1. Improve Customer Service; 3. Improve Transparency and Quality of Information; 4. Effectively Manage Risk to Prevent Fraud and Losses; and 7. Manage a Fair and Equitable System to Fully Collect District Revenues.

Summary of Expected Impact on Strategic Objectives: The development and implementation of a centralized Grant Repository system will provide: built-in compliance and audit controls; improved customer satisfaction; transparency; and streamlined and enhanced workflow. In addition, provide the District with a quality system that will allow for accurate monthly reporting and reduction of grant lapse.

Resources Required (FTEs and Funding): After the development of a full work plan, the number of staff and external resources will be identified.

Estimated Timelines for Completion (start and end dates): Develop a work plan for the project by January 2015 with the full implementation expected by the end of 2017.

Strategic Initiative #20

Title of Initiative: Expand external recruiting through partnerships with local universities, career centers, and professional associations

Description of Strategic Initiative: This initiative will ensure that the OCFO is hiring the best talent. Achieving this initiative will include developing long and short-range recruitment strategies to address current and projected needs of the agency; identifying sources of viable candidates; networking through industry contacts, professional associations, career centers, and current employees; partnering with local universities; participating in job fairs for the purpose of representing the Agency as the "employer of choice"; and utilizing the Internet for recruitment purposes to include social networking.

Responsible Areas for Implementation: This effort will be led by the Human Resources Division.

Strategic Objectives Achieved/ Impacted: 1. Improve Customer Service; and 6. Develop, Attract, and Retain Highly Qualified Employees.

Summary of Expected Impact on Strategic Objectives: 1. Reduces the time to fill vacant positions; 2. Increases the number of qualified candidates; 3. Heightens public awareness of viable employment opportunities within the OCFO; 4. Creates a more diverse workforce; and 5. Improves morale by providing additional support to current staff.

Resources Required (FTEs and Funding): No expected increase in FTEs.

Estimated Timelines for Completion (start and end dates): Start Date – July 2014; Completion Date – Continuous

Strategic Initiative #21

Title of Initiative: Modernize financial and accounting systems at United Medical Center (UMC)

Description of Strategic Initiative: By updating the current system, the OCFO at UMC will be able to monitor expenses and productivity to rapidly resolve issues on-line for billing, payments, and inventory; link daily operations to budget; issue and track automatic alerts when performance deviates from plan; tie performance to key success factors; instantly measure progress against industry standards; convert current manual generation of financial statements, budgets and key operating indicators to an automated process; and provide the OCFO with flexibility to customize reports to conform with key stakeholders requirements.

Responsible Areas for Implementation: The OCFO team at UMC will be responsible for implementation of this initiative.

Strategic Objectives Impacted: 1. Improve Customer Service; 3. Improve Transparency and Quality of Information; 4. Effectively Manage Risk to Prevent Fraud; and 5. Implement Quality Financial Systems.

Summary of Expected Impact on Strategic Objectives:

   a) Maximize revenue and cost-savings opportunities not easily achieved with current manual system.
   b) Quickly adjust to changing circumstances that prevail in the health care industry.
   c) Align product-line and patient-level budgeting with strategic initiatives

Resources Required (FTEs and Funding): Will not require additional FTEs to implement and maintain new system. Cost for implementation - $75,000 – implementation and licensing cost; $80,000 annual maintenance costs.

Estimated Timelines for Completion (start and end dates): Begin Project October 2014 with completion by October 2015

Strategic Initiative #22

Title of Initiative – Modernize payment operations across the District

Description of Strategic Initiative: This initiative involves the transition of a paper check-based payment system to a system that utilizes more modern banking programs such as Direct Deposit, Automated Clearing House payments (ACH) and Debit Card programs. The move to these programs provides efficiencies for the District and limits potential risks associated with paper checks. Major areas affected under the initiative include employee payroll (including Not-For-Profit Hospital (UMC), tax refunds and vendor payments. Implementing the tax refund and vendor payment process is likely a second phase as this will require changes in vendor contract requirements.

Responsible Areas for Implementation: This effort will be led by the Office of Finance and Treasury. It will also involve the Office of Tax and Revenue, Office of Financial Operations and Systems, Public Affairs, as well as other District agencies that make vendor payments.

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvement; 3. Improve Transparency and Quality of Information; and 4. Effectively Manage Risk to Prevent Fraud and Losses.

Summary of Expected Impact on Strategic Objectives: This initiative improves customer service, creates a culture of continuous improvement, improves transparency and quality of information, and effectively manages risk to prevent fraud and losses.

Resources Required (FTEs and Funding): No additional FTEs are required. Cooperation of District agencies will be necessary to implement the program. Current budget will cover initial program costs.

Estimated Timelines for Completion (start and end dates): Phase 1 – implementing payroll requirements will be completed by May 2015; Phase 2 – implementing tax refunds and vendor payments will be completed by July 2016

Strategic Initiative #23

Title of Initiative: Enhance OCFO ethics training

Description of Strategic Initiative: The OCFO has a comprehensive mandatory ethics training program to ensure all OCFO employees are aware of their unique responsibilities as stewards of the District's finances.   This initiative will regularly review and enhance the training program to ensure that all OCFO employees are aware of their responsibilities. This will include classroom as well as e-learning modules, training videos, and other materials that will reinforce the ethical obligations of their positions.

Responsible Areas for Implementation: OCFO Executive Team, Office of Integrity and Oversight (OIO), and the Human Resources Division (HR)

Strategic Objectives Impacted: 1. Improve Customer Service; 2. Create a Culture of Continuous Improvements; and 4. Effectively Manage Risk to Prevent Fraud and Losses.

Summary of Expected Impact on Strategic Objectives: Regular review of OCFO ethics training will provide opportunities to improve this important training module, including updating training materials; upgrading technologies used to enhance ethics training and monitoring; and improving participation and morale of OCFO employees.

Resources Required (FTEs and Funding):   OIO and HR will dedicate staff; consultant services for training materials and trainers may also be necessary.

Estimated Timelines for Completion (start and end dates): July 2014 and Ongoing

Strategic Initiative #24

Title of Initiative: Improve quality of financial information available to the public by integrating related information from other District agencies (DOES, DCRA, etc).

Description of Strategic Initiative: This initiative will enhance the capacity of the Office of Revenue Analysis (ORA) to perform more detailed and informative analyses of fiscal, tax, economic, and demographic data by drawing on data available from the Department of Consumer and Regulatory Affairs (DCRA) and the Department of Employment Services (DOES). Both DCRA and DOES have access to a wealth of business data, including industrial sectors and business locations, that are presently lacking in ORA's tax databases. By linking DCRA and DOES data to ORA's tax data, we will be able to estimate more precisely the impact of policy and economic changes on different types of businesses and different neighborhoods.

Responsible Areas for Implementation: Office of Revenue Analysis (ORA), Office of the Chief Information Officer (OCIO), Office of the General Counsel (OGC) in conjunction with DCRA and DOES; with regard to data sharing and privacy issues.

Strategic Objectives Impacted: 1. Improve Customer Service and 3. Improve Transparency and Quality of Information.

Summary of Expected Impact on Strategic Objectives: This initiative will enable ORA to provide better service to the Mayor and Council and their staffs, through more detailed analysis of economic and policy changes. Policymakers often want to know how these changes will affect particular geographic areas (wards, TIF districts, commercial corridors) and industries (tourism, technology). In addition, members of the public are also interested in this type of data and analysis that will be made available online in coordination with other initiatives.

Resources Required (FTEs and Funding): This initiative can be accomplished using existing staff and funding.

Estimated Timelines for Completion (start and end dates): Discussions with both agencies are already underway. Target date for completion is March 2015.

Government of the District of Columbia

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