

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



Jeffrey S. DeWitt
Chief Financial Officer

February 27, 2020

The Honorable Kenyan R. McDuffie
Chairman
Committee on Business and Economic Development
Council of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 506
Washington, DC 20004

Dear Chairman McDuffie:

This is in response to your letter, dated January 14, 2020, regarding questions for the upcoming public oversight hearing on the FY 2019 and FY 2020 performance of the Office of the Chief Financial Officer scheduled for Wednesday, March 4. Responses to the questions posed in your letter are attached for your review.

If you require additional information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink that reads "Jeffrey S. DeWitt". The signature is written in a cursive style.

Jeffrey S. DeWitt

Attachments

FY 2019 & FY 2020 Oversight Questions

Office of the Chief Financial Officer

1. Please provide a complete, up-to-date organizational chart and current Schedule A. For each division within the agency, include either attached or separately, an explanation of the roles and responsibilities for each division and subdivision.
 - a. Please include a list of the employees (name and title) for each subdivision and indicate any vacant positions.
 - b. Please provide a narrative explanation of any organizational changes made during the previous year.
 - c. Please provide a complete, up-to-date position listing for your agency, which includes the following information:
 - i. Title of position;
 - ii. Name of employee or statement that the position is vacant, frozen, unfunded, or proposed;
 - iii. Date employee began in position;
 - iv. Salary and fringe benefits, including the specific grade, series, and step of position; and
 - v. Job status (continuing/term/temporary/contract)

Please list this information by program and activity. Please provide an excel spreadsheet of the Schedule A.

RESPONSE:

Please see **Attachment 1A**, comprised of organizational charts covering all of the OCFO agency administrations. Additional detail on each of the agency positions may be found on **Attachment 1B** - Schedule A. The fringe benefits rate will vary for each employee and may change throughout the course of the year depending upon individual circumstances.

2. For the new positions added in fiscal year 2019 and fiscal year 2020, to date (including new FTEs), please provide position numbers, titles, department, dates each position was posted/advertised and dates these positions were filled (or status if not currently filled).

RESPONSE:

Please see **Attachment 2A and 2B**.

3. For all new hires in fiscal years 2018, 2019, or 2020 to date, how many were District residents at the time of hiring?

RESPONSE:

While we encourage employees to reside in the District, in fiscal year 2018, fiscal year 2019 and fiscal year 2020 to date, 33 employees were District residents at the time of hire.

4. Please provide a summary update of OCFO University, and the classes offered.

RESPONSE:

In fiscal year 2019, the OCFO focused its efforts on further developing its managers. Under the OCFO University, the OCFO developed and rolled out a Managerial Certification Program (MCP). This program consisted of 12 mandatory courses designed to enhance the managerial skills of all OCFO managers. The MCP provided each manager with valuable information necessary to sustain the OCFO's SMARTER culture. Courses began in February 2019 and concluded in February 2020. Quarterly training will be offered for newly hired and promoted managers. Please see **Attachment 4**.

5. Please provide an update on the Appraiser Education and Certification Program for real property tax appraisal staff. Please discuss any changes the agency may have made in 2019, and 2020, to date that is different from 2018.

RESPONSE:

From January 2019 to the present, the Appraiser Education Certification Program (AECPP) has provided the following support services to enhance the daily activities of the assessment staff to provide continuous improvement.

In-House training modules completed:

- Uniform Standards of Professional Appraisal Practice (USPAP)
- GIS/CAMA - GIS technologies, high definition imagery, modelling and valuation and implementation within the CAMA system.
- Possessory Interest Valuation seminar.
- Developed Uniformed Air Right Lots -Valuation Worksheet for new development.

Currently there are 31 assessment staff that have active designations in the AECPP program.

The various appraiser designations were achieved by the corresponding education requirements for each level. The breakdown is as follows:

- 25 Certified District Assessor (CDA)
- 3 District Assessment Specialist II (DAS II)
- 3 District Assessment Specialist I (DAS I)

In addition, one Assessor successfully completed the Certified Assessment Evaluator (CAE), and another assessor earned the professional member status from the International Association of Assessing Officers (IAAO).

There were no changes to the AECF other than broadening the training curriculum by offering additional courses.

In September 2019, IAAO awarded the District of Columbia the Certificate of Excellence in Assessment Administration for its appraisal and assessment practices. IAAO annually recognizes governmental units and jurisdictions who have demonstrated best-in-class appraisal and assessment practices in their offices. During the evaluation period that began in 2018, the IAAO reviewed the practices of the RPTA, including its efforts in community outreach, use of technology, valuation methods and staff development. This certificate of excellence validates the quality work and high standards that our appraisers adhere to.

6. Please provide the status of the Modernization of the Real Property Tax System (MRPTS) project as well as the expected date of completion.

RESPONSE:

A contract was awarded to FAST Enterprises in spring 2019. The MRPTS project kickoff was July 10, 2019 with a scheduled implementation date of December 7, 2020.

The project continues as scheduled. All preparation and inventory activities are complete. The project team continues to define and update development tasks. Requirements are being managed and processes continue to be refined. Interface partners have been identified and are active in the project's definition phase. Implementation specifications have been completed and are being evaluated.

The conversion of data from the legacy system, ITS, has begun and the project team has defined the data purification and conversion verification processes.

Test planning is underway, and a Master Test Plan has been developed and approved. The project team continues to work on the Master Training Plan.

7. Please list each contract, procurement, and lease, entered into, extended, and option years exercised by your agency during fiscal years 2018, 2019, and 2020, to date. For each contract, please provide the following information, where applicable:
- a. The name of the contracting party;
 - b. Contract number;
 - c. Contract type (e.g. HCA, BPA, Sole Source, sing/exempt from competition award, etc.)
 - d. The nature of the contract, including the end product or service;
 - e. Contract's outputs and deliverables;
 - f. Status of deliverables;
 - g. The dollar amount of the contract, including amount budgeted and amount actually spent;
 - h. The term of the contract;
 - i. Whether the contract was competitively bid;
 - j. Subcontracting status (i.e. Did the Contractor sub any provision of the goods and/or services with another vendor);
 - k. Certified Business Enterprise (CBE) status;
 - l. Division and activity within the agency utilizing the goods and/or services;
 - m. The name of the agency's contract monitor and the results of any monitoring activity; and
 - n. The funding source.

RESPONSE:

Please see **Attachment 7**, which provides the information requested for the contracts that are issued by the OCFO and paid for from the agency's budget. All of the listed contracts were competitively bid unless otherwise indicated. The listing shows all agency contracts issued in FY 2018, FY 2019 and FY 2020 to date as well as contracts issued previously but still active. The "Current Value" indicates the current year value or most recent option period value, including the value of any contract modifications. In some cases this is a "Not to Exceed" amount. The "Amount Spent" column reflects spending on the contract; in some cases this may exceed the current year value due to spending on a prior option year of the contract.

8. Please provide the status of any and all contracts related to the Central Collections Unit (CCU), including contracts issued, pending, or awaiting approval.

In your fiscal years 2018 and 2019 performance oversight responses, you note that the debt collection contract with Harris & Harris was under protest in the Contract Appeals Board. Please discuss if this contract is still under protest and describe the nature of the protest. If the matter has been resolved, has the agency modified internal policies as a result of the case?

RESPONSE:

The active contract for centralized delinquent debt collection services for the District of Columbia was awarded to Harris and Harris on May 21, 2019. The contract provides the Central Collections Unit (CCU) with a system of record and a third-party collection agent for all District debt types. All prior contracts for delinquent debt collection services have expired. The procurement protest was dismissed with prejudice by the Contracts Appeal Board on April 17, 2019. As a result of the case, the OCFO modified internal policies regarding the evaluation process, based on legal guidance and working in conjunction with our legal partners from the OCFO Office of General Counsel and the District Office of the Attorney General.

9. Please provide a narrative description of the status of implementation of all your IT systems, including systems you are partnering with other agencies (please designate which agency that is the lead), as well as the System of Accounting and Reporting (SOAR) and the Modernized Integrated Tax System (MITS). Include in your response, the telephone call center upgrade (including status of Phase II and date of completion), and the CCU accounts receivable system. Additionally, please include in your response an update on MITS Phase III, and what remains outstanding.

RESPONSE:

Please see **Attachment 9**.

10. Please provide an update on the Replacement Schedule for Capital Assets and the Capital Asset Replacement Scheduling System (CARSS) model.

RESPONSE:

The District has created a comprehensive inventory of all District assets, which includes 100% of all District-owned assets, which is referred to as the Capital Asset Replacement Scheduling System, or CARSS. CARSS is widely recognized as the most comprehensive and detailed asset inventory of any state or local government in the nation.

Substantial progress has been made in further enhancing and refining CARSS, both in the number of assets included in the system, as well as in the quality of data on the individual assets inventoried. For example, as greater detail became available on many sub-components and systems of various assets already captured in CARSS, the overall number of assets tracked increased to well in excess of 300,000. The ability to now breakout and inventory assets at a more granular level further increases the level of sophistication and utility of CARSS, allowing for more precise tracking of assets and planning in the capital budgeting process. In addition, to the asset inventory, asset condition assessments have either been completed, or are scheduled to be completed, over approximately the next 12 months. Using this information, CARSS has the ability to

prioritize all capital projects based on various scoring factors, thus allowing a more data-driven approach to building the CIP budget.

The OCFO, along with various agencies and the EOM, conducts a rigorous analysis every year to determine the amount of deferred maintenance and unfunded capital budget needs of the District. The most recent capital budget built using CARSS identified a capital funding gap of roughly \$3.3 billion that could not be funded during the current six-year CIP. Funding this gap has been addressed and is reflected in the October 2019 Long-Range Capital Financial Plan report. The Mayor and Council acted to legislate an increase in the amount of paygo provided to support the capital improvements program needs as part of the FY 2018 Budget Support Act. The legislation escalates paygo on an annual basis, beginning in FY 2020, to a point that reaches the prior year’s depreciation (a rough rule-of-thumb for how much reinvestment is needed in existing capital assets). The combination of this additional paygo funding, along with borrowing up to the statutory debt limits, will allow the District to fund the identified capital funding gap, while continuing to maintain current assets, by FY 2028.

11. Please provide an update using the format below on actions taken in fiscal year 2019 and fiscal year 2020, to date, to continue to implement and further evaluate elements of the OCFO Strategic Plan. Please include major change management and customer service initiatives in your response. Please provide your answer in chart form. An example is below.

| Strategic Initiative | Actions Taken in FY 2019 | Actions Planned/Scheduled for FY 2019 |
|----------------------|--------------------------|---------------------------------------|
| | | |

RESPONSE:

Please see **Attachment 11.**

12. Please identify all electronic databases maintained by your agency (group by OCFO), including the following:
- a. A detailed description of the information tracked within each system;
 - b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
 - c. Whether the public can be granted access to all or part of each system.

RESPONSE:

Please see **Attachment 12.**

13. Please provide a chart showing your agency's approved budget and actual spending, by division, for fiscal year 2019 and fiscal year 2020, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

RESPONSE:

Please see **Attachment 13A and 13B.**

14. Please list any reprogramming requests, in or out of the agency, which occurred in fiscal year 2019 or fiscal year 2020, to date. For each reprogramming, please list the total amount of the reprogramming request, the original purposes for which the funds were dedicated, and the new use of funds.

RESPONSE:

Please see **Attachment 14.**

15. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during fiscal year 2019 or fiscal year 2020, to date.

RESPONSE:

Please see **Attachment 15A and 15B.**

16. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during fiscal year 2019 or fiscal year 2020, to date. For each account, please list the following:

- a. The revenue source name and code;
- b. The source of funding;
- c. A description of the program that generates the funds;
- d. The amount of funds generated by each source or program in fiscal year 2019 and fiscal year 2020, to date; and
- e. Expenditures of funds, including the purpose of each expenditure, for fiscal year 2019 and fiscal year 2020, to date.

RESPONSE:

Please see **Attachment 16.**

17. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:

- a. A description of each project;
- b. The amount of capital funds available for each project;
- c. A status report on each project, including a timeframe for completion; and
- d. Planned remaining spending on the project.

RESPONSE:

Please see **Attachment 17**.

18. Please provide a complete accounting of all federal grants received for fiscal year 2019 and fiscal year 2020, to date.

RESPONSE:

The OCFO does not have any grants awarded directly to the agency. However, the administrative costs of food stamps distribution through debit cards is covered by the Supplemental Nutrition Assistance Program (SNAP) awarded to the Department of Human Services (DHS). Expenses are recorded for this activity in fund 8200 within the OCFO's Office of Finance and Treasury. An annual MOU is signed between the OCFO and DHS. For these grant funded activities, a total of \$648,747.16 was expensed in FY 2019 and a budgeted amount of \$450,000 is projected for FY 2020.

19. Please identify any legislative requirements that the agency lacks sufficient resources to properly implement. Please identify any statutory or regulatory impediments to your agency's operations.

RESPONSE:

The OCFO has not identified any legislative requirements for which the agency lacks sufficient resources to properly implement. We are currently reviewing statutory and regulatory requirements for any impediments to our operations and will inform the Committee when we have identified any such impediments.

20. Please list all regulations for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.

RESPONSE:

- Title 1, Chapter 4, Freedom of Information, January 7, 2005
- Title 1, Chapter 8, District of Columbia Employees Travel and Related Expenses, November 21, 1986
- Title 1, Chapter 9, Audit Standards for Governmental Organizations, Programs, Activities, and Functions, July 18, 1980
- Title 1, Chapter 11, Guidelines of the Board of Review for Anti-Deficiency Violations, May 11, 2007
- Title 1, Chapter 17, District of Columbia – Payment to Vendors (This also includes the Quick Payment Act regulations), November 18, 1988
- Title 1, Chapter 48, Investment of Public Funds: Repurchase Agreements, September 6, 1985
- Title 1, Chapter 56, Review and Approval of Information Technology Procurements, December 17, 2004
- Title 6, Chapter B26, Defined Contribution Pension Plan, October 18, 2019
- Title 9, Chapter 1, Income and Franchise Taxes, April 26, 2019
- Title 9, Chapter 2, Inheritance and Estate Taxes, April 18, 1997
- Title 9, Chapter 3, Real Property Taxes, June 14, 2019
- Title 9, Chapter 4, Sales and Use Taxes, April 26, 2019
- Title 9, Chapter 5, Tax on Recordation of Deeds, March 30, 2018
- Title 9, Chapter 6, Real Property Transfer Tax, February 9, 2018
- Title 9, Chapter 7, Personal Property Tax, April 26, 2019
- Title 9, Chapter 8, Motor Vehicle Fuel Tax, April 18, 1997
- Title 9, Chapter 9, Taxation of Motor Fuel Consumed by Interstate Buses, April 18, 1997
- Title 9, Chapter 10, Cigarette Taxes, April 18, 1997
- Title 9, Chapter 11, Qualified High Technology Company, January 4, 2019
- Title 9, Chapter 30, Disposition of Unclaimed Property, April 18, 1997
- Title 9, Chapter 31, Foreclosure Sale of Real Property, November 1, 1968
- Title 9, Chapter 35, Gross Receipts Tax, September 25, 1987
- Title 9, Chapter 37, Estate Tax, April 18, 1997
- Title 9, Chapter 38, Central Collection Unit, March 1, 2013
- Title 9, Chapter 39, Shared Responsibility Payment, February 7, 2020
- Title 9, Chapter 40, Tax Amnesty Program, April 18, 1997
- Title 9, Chapter 41, Toll Telecommunication Service Tax, April 7, 1989
- Title 9, Chapter 42, General Administration, March 23, 2012
- Title 9, Chapter 44, Bulk Sales, May 26, 2017
- Title 9, Chapter 99, Definitions, August 3, 1990
- Title 19, Chapter 8, Public Library, September 21, 2007
- Title 30, Chapters 1-10, 12-17, 20-25, 99, Lottery, August 30, 2019
- Title 31, Chapter 11, Public Vehicles for Hire Consumer Service Fund, January 8, 2016

21. Please provide an update on the following initiatives: Homestead Deduction Match, Tax Liability Bank Attachment, Lien enhancement, Data Warehouse Match, Federal Adjusted Gross Income Match (FAGIM), CP 2000 match, Revenue Agents Report. For each initiative please provide:
- A description of the initiative;
 - Current status of implementation;
 - The funding required to implement the initiative; and
 - Any documented results of the initiative, including additional revenue realized.

RESPONSE:

Please see **Attachment 21.**

22. Please explain the impact on your agency and the District of Columbia of any legislation passed at the federal level during the past year, to date, that significantly affects agency operations or revenue collections. Please provide an update on the effects of the Federal Tax Cuts and Jobs Act and what effect, if any, does the elimination of certain tax expenditures—such as the Long-term care insurance deduction and the district and federal government pension exclusions, as well as the personal exemption have on District taxpayers in each of the tax brackets for tax years 2018 and 2019.

RESPONSE:

With regard to the Federal Tax Cuts and Jobs Act, most of the changes that impacted OTR's operations were applicable beginning with tax year 2018 and were implemented successfully in the 2019 filing season. However, one of the changes enacted by the Council in the Fiscal Year 2019 Budget Support Amendment Act of 2018 in response to the Tax Cuts and Jobs Act was the imposition of a District individual health care mandate. Effective January 1, 2019, all District residents are required to have qualifying health insurance, have an exemption or pay a shared responsibility payment.

Accordingly, for the 2020 filing season, which is now underway, taxpayers must report on their Form D-40 whether they have qualifying health insurance and, if not, complete a new Schedule HSR calculating their shared responsibility payment. As of February 19, 2020, approximately 84,000 D-40 tax returns have been filed with approximately 574 filed in which the taxpayer paid a shared responsibility payment for a total amount due of approximately \$485,000. The revenue collected from the shared responsibility payment is dedicated to the Individual Insurance Market Affordability and Stability Fund administered by DHCF.

23. Please provide a list of all MOUs in place for your agency during fiscal year 2019 and fiscal year 2020, to date.

RESPONSE:

See **Attachment 23.**

24. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency; or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during fiscal year 2019 or fiscal year 2020, to date. Please reference where any audits or reports are located on the OCFO website, where applicable.

RESPONSE:

Please see **Attachment 24.**

25. Please list all task forces and/or commissions that the Chief Financial Officer or senior management are members of, and please list the designee (if applicable).

RESPONSE:

| Board or Commission | Name |
|---|-------------------|
| ABLE Trust Program Trustee | Eugenia Collis |
| Bank Loan Committee | Carmen Pigler |
| Board of Directors of the Washington Convention and Sports Authority Board of Directors (Events DC) | Jeffrey S. DeWitt |
| College Savings Program Trustee | Eugenia Collis |
| Community Use of School Facilities Task Force | Deloras Shepherd |
| Expenditure Commission | Gordon McDonald |
| Green Finance Authority Board | Bruno Fernandes |
| Not-for-Profit Hospital Corporation Board of Directors | Angell Jacobs |
| Open Government Advisory Group | David Tseng |
| Retirement Board | Bruno Fernandes |
| Tobacco Settlement Financing Corporation Board of Directors | Jeffrey S. DeWitt |
| Washington DC Convention and Tourism Corporation Board of Directors (Destination DC) | Carmen Pigler |

26. Please provide a list of all studies, research papers, and analyses (“studies”) the agency requested, prepared, or contracted for during fiscal year 2019. Please state the status and purpose of each study. Please also identify/reference the tax preference analysis performed in 2019 and what is under review for 2020, as well as provide a copy of your most recent Office of Tax and Revenue Ratio Report.

RESPONSE:

Please see **Attachment 26.**

27. How often is your website updated? How often is content on department pages reviewed and updated? Please also comment on any plans or website updates, upgrades or improvements.

RESPONSE:

OCFO website content is reviewed on a continuing basis and changes are made as new information and capabilities become available. A prime goal is for the website to be as easy as possible for individuals to use it to find the information they are seeking. It should require no more than three clicks to reach most of the data. This year, the Office of Communications will reach out to Council and Executive agency staff and the public to review the site for transparency and flexibility. As necessary and practical improvements are identified they will be made. In addition, the Public Affairs Officer will meet with each OCFO office to look at transparency and flexibility as well as content to determine if it is current or needs updating.

Additionally, providing taxpayers with the information needed to meet their tax obligation and educating them on agency initiatives are of utmost importance. OTR's communications team as well as administration personnel review and update OTR's web pages quite frequently; oftentimes daily, weekly or on an as needed basis, to ensure accuracy and timeliness of information.

Feedback on web content is gathered from analytics, customer engagement, surveys, and social media platforms, which can also drive updates to the website.

Recommendations have been discussed to create a more robust and user-friendly website.

28. Please provide an overview of your customer outreach over the past year, to include senior citizens, businesses, and residents. Please also discuss your working relationship with the Real Property Ombudsman in the Department of Aging and Community Living.

RESPONSE:

The CFO, other senior staff and subject matter experts meet on a continuing basis with community leaders and groups to discuss the city's financial situation. These range from regional business groups, from the Federal City Council to the Washington Interfaith Network. An example of the OCFO's outreach to get information is the Office of Revenue Analysis, prior to issuing the February Revenue Estimate, meets with leaders and experts from the real estate community, business leaders and economists federal, state and local government financial officials to get their facts, statistics and opinions about the District's, the regional and the national economies.

Over the past year, OTR has communicated its processes and initiatives to District residents and businesses through face-to-face workshops/seminars, webinars and social media engagement.

Many of the face-to-face events were held in partnership with the Office of Aging. Staff from the various administrations within OTR participated in workshops to educate senior residents about the Homestead and various tax relief programs available to them.

OTR also held its annual Tax Practitioner Institute with tax preparers from around the region. The workshop focused on what's new for the upcoming filing season, updates on a number of tax law and form changes, and compliance initiatives.

Additionally, a number of webinars and workshops were held to educate businesses, faith-based and non-profit organizations on tax policy and processing changes.

REAL PROPERTY OMBUDSMAN:

RPTA has a very cooperative and professional working relationship with the Real Property Tax Ombudsman that is focused on addressing taxpayer concerns in the most efficient manner.

We work with Ombudsman Sakina Thompson, Senior Legal and Policy Advisor in the Executive Office of the Mayor (EOM) on a regular basis.

- 29.** Please provide a list of your Financial Advisors as of January of 2020. Are any of these contractors CBEs?

RESPONSE:

The OCFO has two financial advisory firms under contract, Public Resources Advisory Group and Public Financial Management. Neither firm is a CBE.

OFT has issued an RFP and is currently awaiting final determination of awards from the Office of Contracts.

- 30.** Please provide an update on the Real Property Tax Administration electronic (online) Income & Expense (I&E) Report system, to include number of users as compared to number of filers, updates to the tax year 2019 season, and any updates to changes made to the apartment model to better reflect the impact of subsidized and rent controlled apartments, as well as improvements to the website. Please provide an update on information and data exchange efforts with the Department of Housing and Community Development (DHCD), any and all stakeholder meetings and changes made as a result of those discussions.

RESPONSE:

In 2019, we began mandatory electronic filing. We made major enhancements to the website to fix issues that online filers experienced in previous years, such as not requiring a physical signature on the rent roll forms.

Electronic I&E filing summary is listed in the table below:

| Form Type | 2018 | 2019 | 2020 |
|-------------|------|------|------|
| Apartment | 683 | 785 | 1727 |
| Commercial | 1714 | 1859 | 3917 |
| Hotel-Motel | 88 | 90 | 135 |
| Total | 2485 | 2734 | 5779 |

Note: Date represents the tax year of the I&E filing.

We recently changed our apartment classification citywide. OTR now classifies apartments using the IAAO industry standard, Class A, B and C for our apartment classification, as opposed to prior years using high rise and low rise to classify these units. The apartment income valuation model recognizes affordable rental units specifically to value them based on actual rents collected, as opposed to market rent for the apartment unit.

Our process on newly constructed projects has changed. Though we do complete the cost approach, if information is available, we now complete the income approach. With both approaches completed, we now typically use the income approach to pick up newly constructed projects as opposed to the cost approach we used in years past.

RPAD and DHCD created a working group. The group met once in 2019. The plan was to meet quarterly or bi-annually. The goal is to begin a working relationship, where data sharing and information sharing as it pertains to affordable housing projects will happen on a consistent basis. However, there hasn't been identifiable progress on actual data sharing. Both agencies keep an open line of communication on this topic.

- 31.** Please provide an update on implementation of the following initiatives previously referenced for the Real Property Assessment Division designed to improve business/assessment processes:
- a. Implementation of an employee-led Computer Assisted Mass Appraisal (CAMA) improvement team, and the status of a CAMA software upgrade to a more user-friendly version.
 - b. New technology for field work and Real Property Tax Appeal Commission (RPTAC) hearings, including the status of the fiscal year 2019 program enhancement in order to move forward with this effort.

- c. Replacement of the real property billing system (including status of RFP release/award).
- d. Status of enterprise resource planning of appeals and litigation process -including any updates on the framework for a robust enterprise solution and acquisition request.

RESPONSE:

- a. Implementation of an employee-led Computer Assisted Mass Appraisal (CAMA) improvement team, and the status of a CAMA software upgrade to a more user-friendly version.

The Assessment Division completed the upgrade to Version 8.0.10 of the CAMA software in October 2019. The Assessment Division will continue to work with the CAMA software vendor (VGSI) to implement future software releases to take advantage of future software enhancements.

- b. New technology for field work and Real Property Tax Appeal Commission (RPTAC) hearings, including the status of the fiscal year 2019 program enhancement in order to move forward with this effort.

RPAD and TSG are in the final stages of developing the business and technical scope of work for the procurement of the field/mobile assessment technology. The funding has been identified in the current fiscal year to release the RFP. It is anticipated that the technology will be procured later this fiscal year.

- c. Replacement of the real property billing system (including status of RFP release/award).

The RFP for the Modernization of Real Property Tax System (MRPTS) was released on April 23, 2018. A contract was awarded to FAST Enterprises LLC on June 5, 2019 in the amount of \$9,800,000. The MRPTS project kickoff was July 10, 2019 with a scheduled implementation date of December 7, 2020.

- d. Status of enterprise resource planning of appeals and litigation process -including any updates on the framework for a robust enterprise solution and acquisition request.

The MRPTS modernization project includes specific technical and functional requirements to provide taxpayers with the capability to appeal their assessment notice. The system would provide RPTA with the capability to manage appeals through hearings, and to manage dispositions through Level 1, Level 2 (RPTAC), and Level 3 (Superior Court) appeals. The details of the functionalities of the system are at the discussion stages with the system developers.

33. Regarding Real Property third level of appeal, please list and provide a description of all initiatives/improvements to work on the backlog of cases with the Office of the Attorney General at DC Superior Court as of fiscal year 2019, and fiscal year 2020, to date. Are there any legislative changes necessary to improve the appeals process? If so, please describe each and provide necessary language to change the D.C. Official Code.

RESPONSE:

The Real Property Tax Administration and Office of the General Counsel have worked very closely to address this issue. Currently, there is no backlog of unprocessed cases in RPTA, which is a direct result of the many improvement initiatives that have been implemented in the last 12 months. Additionally, working with the Office of Attorney General, the Tax Bar, and the Tax Division for the Superior Court of the District of Columbia, a series of protocols were put in place to eliminate the backlog and to ensure that we achieve the Superior Court standard to resolve 98% of all cases within 3 years of filing. In 2016, only 42% of cases were resolved within three years. Nevertheless, due to new protocols and diligent efforts of the various parties, for FY 2019, 93% of cases were resolved within 3 years. Currently, we are at 94%. We anticipate meeting the 98% standard for the current fiscal year. Moreover, internal protocols between OTR and OAG have led to a number of cases being resolved well in advance of the three-year standard. Given this success, we do not have any proposed legislative changes for the third level appeals process.

34. Please provide a status update of any internal reviews of private alleys going to tax sale. During last year's performance oversight hearing, you note in your response that in 2018, OTR conducted an annual tax sale multi-administration review and discovered a total of 427 properties to be delinquent in tax sales with use codes 93 and 94. You also note that the inventory list was shared with DDOT for their vetting process. Please provide a status update of any internal review and steps the agency is taking to improve the process.

RESPONSE:

OTR continues to engage DDOT with data sharing and analysis in reference to private alleys potentially impacted by the tax sale.

OTR is anticipating significant improvements with the deployment of MRPTS in December of 2020. Within MRPTS, the technical and business requirements require a unique identifier for private alleys. This will significantly contribute towards greater efficiency with minimal marginal error, in identifying private alleys and taking the necessary actions to exclude from the tax sale, if applicable.

35. Please provide the estimated timeframe the agency uses in processing applications for administrative real property tax exemption. Please discuss the process involved and if any additional resources or legislation may be needed to improve the application process.

RESPONSE:

OTR strives to issue a decision expeditiously upon completion of the real property tax exemption application. It is OTR's goal to process a completed application within 60 to 90 days of receipt. Applications processed within this period generally involve properties that are currently operating, have the necessary certificates of occupancy, include all of the required documentation with the application, are able to arrange a prompt inspection, and present no unusual legal or other issues affecting eligibility for exemption.

However, many applications that OTR receives do not have these characteristics and are incomplete in one or more material respects. It is our experience that many delays in processing are due to incomplete applications. Although the application form lists the documents required to be included in the application, applicants often omit one or more items. In some cases, the documents, such as a certificate of occupancy, are not available when the application is filed, and it is OTR's practice to allow an applicant every reasonable opportunity to supply the missing documentation. Also, the law incentivizes potentially premature filing because a filed application is needed to secure a recordation tax exemption for the deed and because the property cannot be exempt for periods before the application is filed. Accordingly, applicants may file applications even before acquiring the property, or obtaining all required documents.

Another frequent reason for delay is the unreadiness of the property for exempt use. In many instances, the application is filed before any necessary construction or renovation is performed. The applicant must find financing, hire architects, engineers, and construction contractors, obtain the necessary permits from DCRA, do the actual work on the building and secure a certificate of occupancy before a property is ready for use. OTR gives applicants a reasonable opportunity to undertake and complete this work before making a decision on an application. Moreover, since property must be inspected before it can be exempted, an inspection to determine its use is often not practical until the property is in operation. This is especially the case where the property is put to differing uses or has more than one tenant organization. The process of developing and putting a property to actual use can take years, and is a frequent reason that decisions on applications are deferred.

Applications are given an initial review once received, after which the applicant is contacted and requested to provide any missing information. An inspection is also scheduled and conducted when the property is developed and ready for operation, as inspection at this time produces the most meaningful information concerning its actual use. Applications are subject to an ongoing process of review by OTR to determine whether additional information is needed and whether outstanding requests for information have been satisfied. OTR also responds to contacts initiated by the applicant during this process. Accordingly, there is ongoing communication during each phase of

application processing. Applications may be denied if they are not completed or if property is not put to an exempt use within a reasonable time. Once the application is complete, a decision is made as to whether the property qualifies for exemption or not, and the decision is communicated to the applicant. Denials of exemption may be appealed to Superior Court.

As for additional resources, OTR seeks to take maximum advantage of existing resources to process applications in a timely manner and to apply these resources in the most efficient and productive manner. For instance, OTR rolled out an online filing option for the exempt property use reports submitted in 2019 and is considering whether to require that these reports be filed exclusively online, eliminating filing of paper reports. Additionally, OTR expects that the new MRPTS computer system will enhance overall efficiencies in administering real property taxes that will facilitate best use of available resources for processing applications.

36. During previous performance oversight hearings, RPTAC has highlighted three issues that are routinely raised with regards to commercial real property tax appeals. Please discuss any changes or adjustments you have made with regards to commercial real property tax appeals or assessments:
- a. Operating expenses
 - b. Market rent
 - c. Vacancy

RESPONSE:

Previously, operating expenses were calculated in the same manner that they are utilized. We calculate expenses based on the actual performance of office properties based on the income and expense questionnaires that they provide. We have evaluated other methods, as a check and balance, as well as reviewed published resources. Property owners and their representatives have not presented sufficient evidence that the expense ratios we are utilizing within our income model are not correct and accurate, therefore no changes have been made.

Vacancy has always been reviewed through a combination of income and expense and published resources. No evidence has been provided that supports a change in our vacancy rates for the manner in which we determine them. If an individual property has a history of high vacancy, the appraiser can review that and make an adjustment for that specific property should he or she deem necessary.

No change has been made in our vacancy methodology.

With respect to rent, we previously relied upon market face rents to develop our rent model. We addressed concessions and lease up costs on a case-by-case basis. For tax year 2020, we have developed a more detailed analytics process that uses effective rent as opposed to face rent. The market rent that we are utilizing incorporates analysis of not only the face rent in year one but the annual rent increases, any concessions paid by the

property owner, lease-up costs paid by the property owner, end term of the lease. This provides a more accurate representation of the rent the property owner is receiving and considers the additional factors of lease-up costs and concessions, in a more specific and detailed manner. By doing so, we have developed a market rent that is a more complete representation of what the property owners expect to achieve, in terms of rent for a specific property.

In September 2019, the International Association of Assessing Officers (IAAO) awarded the District of Columbia the Certificate of Excellence in Assessment Administration for its appraisal and assessment practices. IAAO annually recognizes governmental units and jurisdictions who have demonstrated best-in-class appraisal and assessment practices in their offices. During the evaluation period that began in 2018, the IAAO reviewed the practices of the RPTA, including its efforts in community outreach, use of technology, valuation methods and staff development. This certificate of excellence validates the quality work and high standards that our appraisers adhere to.

37. For fiscal year 2020 real property tax assessments, please provide a neighborhood assessment breakdown for all four property classes. Which classes saw a decline, and what is the comparison to assessments from last year for each class?

RESPONSE:

The result for TY 2020 assessment is on the table below:

| | Count | 2019 Total | 2020 Total | Avg % Change | Wtd % Change | Median Change |
|------------------|---------|----------------|----------------|--------------|--------------|---------------|
| Residential | 105,323 | 78,807,385,430 | 82,134,640,860 | 5.16% | 4.22% | 4.72% |
| Condominium | 53,637 | 25,006,276,852 | 25,661,654,111 | 3.16% | 2.62% | 2.41% |
| Investment Condo | 6,326 | 3,554,662,630 | 3,667,597,950 | 6.28% | 3.18% | 6.63% |
| Retail | 4,508 | 9,392,476,462 | 9,989,917,142 | 9.20% | 6.36% | 9.19% |
| Apartments | 2,918 | 23,179,145,754 | 23,874,809,840 | 7.18% | 3.00% | 8.19% |
| Offices (All) | 1,597 | 70,657,616,675 | 71,533,261,990 | 3.35% | 1.24% | 1.40% |
| UC 052 Only | 699 | 66,351,555,005 | 67,122,114,855 | 1.92% | 1.16% | 0.00% |
| Cooperatives | 316 | 2,551,614,960 | 2,636,150,400 | 2.75% | 3.31% | 0.00% |
| Hospitality | 271 | 9,385,080,145 | 9,642,924,480 | 5.19% | 2.75% | 3.34% |

*Includes Taxable SSL Only

*Does Not Include Vacant Land, Special Purpose or Industrial Use Codes

38. What amount was collected for Combined Reporting fiscal 2019 (tax year 2018) returns, and how does it compare to the fiscal year 2018 (tax year 2017) returns?

RESPONSE:

Taxes Collected from Unitary Corporations(1)

| Tax year | Corporate Franchise Tax Liability | % change | Unincorporated Business Franchise Tax Liability | % change |
|----------|-----------------------------------|----------|---|----------|
| 2015 | 104,914,077 | | 5,317,147 | |
| 2016 | 142,794,029 | 36% | 7,240,711 | 36% |
| 2017 | 170,097,021 | 19% | 5,257,511 | -27% |

(1) A unitary corporation is one that filed a combined return in TY 2017

Source: ORA database

39. Regarding Exempt Property Use filings for the April 1, 2018 and April 1, 2019 deadline, how many properties were required to file under D.C. Official Code § 47-4702? How many were required to file under D.C. Official Code § 47-1007? How many properties eligible for an exemption did not file by the deadline? How many properties requested an extension? Are there any properties still outstanding (i.e. that did not file by the deadline or request an exemption)? If so, please provide the name, address, ward, and square and lot number. How many properties had their status revoked (include name, address, ward, and square and lot number)? Also please provide an update on offering an e-filing solution to this filing?

RESPONSE:

| Oversight Questions | Regarding FP-161 filing for Calendar Year 2017 that was due April 1, 2018 | Regarding FP-161 filing for Calendar Year 2018 that was due April 1, 2019 |
|--|---|---|
| 1. How many properties were required to file under D.C. Official Code § 47-4702? | 258 | 237 |
| 2. How many were required to file under D.C. Official Code § 47-1007? | 2,638 | 3,233 (see below for explanation of increase) |
| 3. How many properties eligible for an exemption did not file by the deadline? | 446 | 1,100 (see below for explanation of increase) |
| 4. How many properties | 3 | 4 |

| | | |
|---|------------|------------|
| requested an extension? | | |
| 5. Are there any properties still outstanding (i.e. that did not file by the deadline or request an exemption)? If so, please provide the name, address, ward, and square and lot number. | 393 | 521 |
| 6. How many properties had their status revoked (include name, address, ward, and square and lot number)? | 115 | 115 |

See **Attachment 39** for question numbers 5 and 6.

Prior to calendar year 2018, the Exempt Property Use Report (FP-161) mailing list was kept via an excel spreadsheet that was updated when the status of a property changed (taxable to exempt or exempt to taxable). For the calendar year 2018 mailing, the filer information was pulled directly from ITS. When this was done, properties that had the exemption code E-8 (misc.) were added. This code is a catch-all for exempt properties that do not fit into any of the other more specific exemption codes (religious, educational, charitable, etc.).

Along with the implementation of MRPTS, OTR will establish a more detailed exemption identification system which will allow us to better classify properties receiving exemptions and abatements.

The online filing system was launched in January 2019 for the April 1, 2019 filing deadline. Approximately 24% of taxpayers (844) chose to file online. As of February 19, 2020, 256 taxpayers have filed online for the April 1, 2020 deadline.

With the implementation of MRPTS, OTR will no longer be accepting paper FP-161 as of calendar year 2021. We will be conducting multiple workshops to help taxpayers with the transition to our online filing system.

40. Please provide a breakdown of sales tax collections by type for fiscal year 2019 or tax year 2019 where applicable (and indicate which) with a comparison of collections for fiscal year 2018 or tax year 2018. Please include a breakdown for all items collected under “retail”.

RESPONSE:

**Sales tax collections
by tax rate
categories**
\$ Millions

| | Retail | Medical Marijuana | Restaurants/Rental Vehicle/Liquor | Hotels | Parking | Total |
|---------------|------------|-------------------|--------------------------------------|-----------|-----------|-----------|
| FY 2019 | 692.3 | 1.1 | 505.3 | 319.2 | 79.7 | 1,597.6 |
| FY 2018 | 619.5 | 0.8 | 482.7 | 312 | 78.5 | 1,493.5 |
| <i>Growth</i> | <i>12%</i> | <i>38%</i> | <i>5%</i> | <i>2%</i> | <i>2%</i> | <i>7%</i> |

41. With respect to Schedule H, how many stand-alone Schedule H returns were submitted in tax year 2017? How many Schedule H returns were denied in tax year 2017?

RESPONSE:

| | Year | Count |
|--|------|-------|
| Standalone Schedule H Submitted | 2017 | 880 |
| Standalone Schedule H Denied | 2017 | 28 |

42. Please provide the number of returns with a Schedule H in tax years 2017 and 2018, by wards and the range of adjusted gross income (AGI). Please also show filing status, age, and the amount of property tax credit received.

RESPONSE:

Please see **Attachment 42**.

43. Please provide the status of the tax relief programs listed below and note if they are still programs offered by the agency. If they are not active, please provide an explanation on why not.

- a. Assessment Cap Credit
- b. First-time Homebuyer in DC Recordation Tax Reduction
- c. Historic Properties
- d. Limited-Equity Cooperative (LEC)
- e. Lower Income Homeownership Tax Abatement
- f. Lower Income, Long-Term Homeowners Income Tax Credit
- g. Property Tax Deferral programs for all homeowners including low-income homeowners and low-income senior homeowners
- h. Real Property Tax Exemptions for non-profit organizations
- i. Resale Restricted Properties
- j. Senior or Disabled Owner Real Property Tax Relief
- k. Small Retailer Property Tax Relief Credit

RESPONSES:

| | |
|---|--|
| a. Assessment Cap Credit | Ongoing program, approximately 40K properties benefiting from the Assessment CAP Credit. |
| b. First-time Homebuyer in DC Recordation Tax Reduction | Ongoing program. For FY18 and FY19, approximately 3,200 property owners participated in the program. |
| c. Historic Properties | Ongoing program. OTR provides courtesy notification with the annual Assessment Notices sent to property owners. |
| d. Limited-Equity Cooperative (LEC) | Ongoing program. Approximately 100 COOPs applied out of the 300. |
| e. Lower Income Homeownership Tax Abatement | Ongoing program. Approximately 1,300 homeowners are participating in the program. |
| f. Lower Income, Long-Term Homeowners Income Tax Credit | Ongoing program. As of February 2020, approximately 138 filings, requested amount is \$9.2K, and OTR granted \$5.7K (63% approval rate.) |
| g. Property Tax Deferral programs for all homeowners including low-income homeowners and low-income senior homeowners | Ongoing program. Approximately 300 homeowners are participating in the program. |
| h. Real Property Tax Exemptions for non-profit organizations | Ongoing program. Non-profit organizations are spread across multiple exemption types and it is estimated to be around 2,000. |
| i. Resale Restricted Properties | Ongoing program, through Affordable Dwelling Units and Inclusionary Zoning. Approximately 350 active Restricted Resale “condo” units. |
| j. Senior or Disabled Owner Real Property Tax Relief | Ongoing program. Approximately 20K participants. |
| k. Small Retailer Property Tax Relief Credit | Ongoing program. As of February 2020, approximately 400 applicants requested \$1.8M, and OTR granted \$1.5M (82% approval rate.) |

44. Please provide the data for tax years 2016, 2017, and 2018 that measure the outcomes of real property tax relief programs listed above for low income property owners and senior citizens. Please provide the data in chart form to include income and ward. If there is no data, please explain why.

a. Also, please provide the number of applications or forms received for tax relief programs. Please state the number of people or businesses who filed for each tax relief program and their corresponding wards.

RESPONSE:

See spreadsheet below.

| TAX YEAR | WARD | Low Income Deferral | | Low Income Deferral Senior | | Low Income Abatement | | Senior Credit | | Disabled Credit | |
|---------------|------|---------------------|---------------------|----------------------------|---------------------|----------------------|-----------------------|---------------|------------------------|-----------------|---------------------|
| | | COUNT | TAX AMOUNT | COUNT | TAX AMOUNT | COUNT | TAX AMOUNT | COUNT | TAX AMOUNT | COUNT | TAX AMOUNT |
| 2018 | 1 | 20 | \$41,721.12 | 8 | \$15,949.68 | 73 | \$209,756.25 | 1167 | \$2,401,826.69 | 47 | \$89,156.08 |
| | 2 | 7 | \$24,319.30 | 6 | \$20,549.44 | 29 | \$85,456.93 | 1036 | \$3,036,316.86 | 27 | \$67,275.46 |
| | 3 | 11 | \$24,998.44 | 8 | \$25,709.32 | 33 | \$70,428.72 | 2141 | \$6,123,630.46 | 27 | \$73,480.00 |
| | 4 | 31 | \$68,009.96 | 32 | \$55,881.82 | 45 | \$216,925.84 | 4411 | \$7,768,192.10 | 100 | \$193,065.39 |
| | 5 | 52 | \$73,208.93 | 20 | \$25,941.62 | 129 | \$343,259.60 | 3780 | \$4,654,260.58 | 126 | \$176,540.16 |
| | 6 | 13 | \$25,216.80 | 9 | \$20,114.42 | 48 | \$110,904.44 | 2005 | \$4,072,977.60 | 77 | \$147,213.54 |
| | 7 | 30 | \$17,384.84 | 14 | \$9,589.68 | 380 | \$833,036.32 | 3357 | \$2,388,119.21 | 117 | \$82,406.76 |
| | 8 | 22 | \$11,592.84 | 15 | \$10,981.24 | 216 | \$478,074.72 | 1567 | \$899,877.71 | 71 | \$43,038.38 |
| Total: | | 186 | \$286,452.23 | 112 | \$184,717.22 | 953 | \$2,347,842.82 | 19,464 | \$31,345,201.21 | 592 | \$872,175.77 |
| 2017 | 1 | 19 | \$33,563.95 | 7 | \$13,524.54 | 70 | \$191,325.86 | 1118 | \$2,116,974.43 | 49 | \$83,048.88 |
| | 2 | 8 | \$25,198.27 | 6 | \$19,195.22 | 20 | \$50,261.65 | 968 | \$2,723,006.05 | 26 | \$61,171.30 |
| | 3 | 11 | \$23,116.96 | 9 | \$40,179.43 | 24 | \$48,876.33 | 2035 | \$5,773,549.36 | 29 | \$71,838.50 |
| | 4 | 31 | \$64,121.24 | 31 | \$50,588.42 | 52 | \$195,318.23 | 4321 | \$7,031,824.88 | 93 | \$156,081.52 |
| | 5 | 53 | \$69,300.85 | 24 | \$28,424.76 | 137 | \$330,450.63 | 3680 | \$4,163,837.26 | 105 | \$131,676.52 |
| | 6 | 15 | \$26,872.76 | 8 | \$15,027.62 | 43 | \$101,171.51 | 1886 | \$3,588,114.34 | 72 | \$127,358.86 |
| | 7 | 33 | \$17,352.16 | 14 | \$8,767.82 | 412 | \$838,483.51 | 3202 | \$2,086,464.00 | 106 | \$62,751.60 |
| | 8 | 22 | \$10,599.16 | 17 | \$11,092.38 | 190 | \$421,427.08 | 1464 | \$764,699.90 | 63 | \$35,127.20 |
| Total: | | 192 | \$270,125.35 | 116 | \$186,800.19 | 948 | \$2,177,314.80 | 18674 | \$28,248,470.22 | 543 | \$729,054.38 |
| 2016 | 1 | 20 | \$42,833.22 | 7 | \$12,315.32 | 70 | \$195,272.21 | 1096 | \$1,893,180.82 | 46 | \$71,046.48 |
| | 2 | 7 | \$23,268.14 | 6 | \$17,878.54 | 15 | \$103,508.79 | 906 | \$2,415,835.40 | 24 | \$49,687.88 |
| | 3 | 10 | \$20,711.32 | 8 | \$16,392.90 | 18 | \$37,076.53 | 1978 | \$5,368,612.86 | 30 | \$69,517.10 |
| | 4 | 32 | \$50,504.77 | 29 | \$48,152.76 | 74 | \$208,589.49 | 4296 | \$6,440,306.59 | 84 | \$132,417.54 |
| | 5 | 52 | \$57,679.52 | 29 | \$30,539.32 | 162 | \$352,894.06 | 3673 | \$3,740,807.03 | 98 | \$114,229.58 |
| | 6 | 15 | \$26,160.20 | 9 | \$19,187.36 | 36 | \$77,865.08 | 1865 | \$3,224,388.01 | 67 | \$117,788.73 |
| | 7 | 34 | \$18,531.99 | 16 | \$9,272.66 | 457 | \$886,915.70 | 3159 | \$1,886,049.19 | 91 | \$52,386.57 |
| | 8 | 22 | \$9,690.02 | 19 | \$9,726.69 | 193 | \$393,593.28 | 1448 | \$695,168.48 | 54 | \$26,130.44 |
| Total: | | 192 | \$249,379.18 | 123 | \$163,465.55 | 1025 | \$2,255,715.14 | 18421 | \$25,664,348.38 | 494 | \$633,204.32 |

a. Also, please provide the number of applications or forms received for tax relief programs. Please state the number of people or businesses who filed for each tax relief program and their corresponding wards.

The number of applications received for tax Deferrals Low Income and Senior: (Ward numbers are not available.)

| | Deferrals for Low Income & Seniors | Low Income Tax Abatement |
|------|------------------------------------|--------------------------|
| YEAR | | |
| 2018 | 59 | 271 |
| 2017 | 11 | 257 |
| 2016 | 40 | 245 |

On average, annually OTR receives 1,300 Senior Credit and 60 Disabled Credit applications. Ward numbers are not available.

45. Please list or explain any community outreach programs that OTR has conducted to educate low-income residents and small businesses about tax relief programs that are available.

RESPONSE:

OTR has hosted or participated in more than 40 community outreach events over the past year to educate low-income residents and small business about various tax relief programs. They include:

- Providing speakers for ANC, District and Federal agency meetings
- Hosting workshops for faith-based and non-profit organizations
- Planning and participating at real property tax “pop-ups” in each ward
- Participating as a panelist at small business forums
- Attending meetings with elected leaders
- Participating at AARP’s chapter meetings

Additionally, to educate District residents about the Earned Income Tax Credit (EITC), each year OTR partners with the Capital Area Asset Builders (CAAB). Due to the partnership, ads run at 5 Metro stations and on 220 Metro buses with routes inside DC during the filing season to encourage residents to take advantage of the tax credit.

46. What active real property tax programs are available for class 3 vacant real property?
- a. Please provide the amount of real property taxes that have been collected from class 3 and 4 real properties. Please breakdown your response by ward.

RESPONSE:

OTR updates the tax database to/from class-3 based on directives received from the program administrator (DCRA.) Currently, there is no tax program offered by OTR. However, the property owner can apply for forbearance from tax sale and potentially granted under special circumstances.

- a. Please provide the amount of real property taxes that have been collected from class 3 and 4 real properties. Please breakdown your response by ward.

Please see the spreadsheet below.

| TAX YEAR | WARD | CLASS | #PROPERTIES | COLLECTIONS | CLASS | #PROPERTIES | COLLECTIONS |
|---------------|------|-------|-------------|-------------------------|-------|-------------|------------------------|
| 2018 | 1 | 3 | 46 | \$ 2,931,225.24 | 4 | 13 | \$ 1,345,987.54 |
| | 2 | 3 | 15 | \$ 753,481.57 | 4 | 3 | \$ 104,182.51 |
| | 3 | 3 | 10 | \$ 487,988.06 | 4 | 0 | \$ - |
| | 4 | 3 | 63 | \$ 1,578,548.82 | 4 | 12 | \$ 478,327.49 |
| | 5 | 3 | 100 | \$ 1,911,905.64 | 4 | 24 | \$ 620,026.54 |
| | 6 | 3 | 50 | \$ 1,112,886.90 | 4 | 8 | \$ 380,704.13 |
| | 7 | 3 | 189 | \$ 2,046,841.76 | 4 | 40 | \$ 695,381.84 |
| | 8 | 3 | 96 | \$ 1,223,353.47 | 4 | 59 | \$ 1,129,034.50 |
| <i>Total:</i> | | | 569 | \$ 12,046,231.46 | | 159 | \$ 4,753,644.55 |
| 2017 | 1 | 3 | 34 | \$ 1,053,608.07 | 4 | 6 | \$ 284,113.93 |
| | 2 | 3 | 11 | \$ 487,645.19 | 4 | 0 | \$ - |
| | 3 | 3 | 12 | \$ 485,901.24 | 4 | 0 | \$ - |
| | 4 | 3 | 51 | \$ 1,218,250.55 | 4 | 5 | \$ 203,733.22 |
| | 5 | 3 | 103 | \$ 1,859,442.82 | 4 | 6 | \$ 157,488.34 |
| | 6 | 3 | 26 | \$ 774,312.00 | 4 | 8 | \$ 272,244.18 |
| | 7 | 3 | 158 | \$ 1,573,609.66 | 4 | 32 | \$ 629,219.25 |
| | 8 | 3 | 80 | \$ 829,803.69 | 4 | 20 | \$ 334,417.99 |
| <i>Total:</i> | | | 475 | \$ 8,282,573.22 | | 77 | \$ 1,881,216.91 |
| 2016 | 1 | 3 | 51 | \$ 1,350,071.13 | 4 | 4 | \$ 329,219.32 |
| | 2 | 3 | 14 | \$ 549,714.78 | 4 | 0 | \$ - |
| | 3 | 3 | 10 | \$ 546,433.52 | 4 | 0 | \$ - |
| | 4 | 3 | 73 | \$ 1,487,680.39 | 4 | 2 | \$ 175,945.39 |
| | 5 | 3 | 140 | \$ 2,195,670.01 | 4 | 6 | \$ 198,536.33 |
| | 6 | 3 | 67 | \$ 1,614,368.11 | 4 | 8 | \$ 311,213.49 |
| | 7 | 3 | 249 | \$ 2,455,988.24 | 4 | 31 | \$ 484,300.63 |
| | 8 | 3 | 157 | \$ 1,484,757.68 | 4 | 37 | \$ 531,138.32 |
| <i>Total:</i> | | | 761 | \$ 11,684,683.86 | | 88 | \$ 2,030,353.48 |

47. Please provide the number of properties for tax years 2016, 2017, and 2018 that have failed to pay taxes, have been vacant, and/or have been “sold at tax sale.” Please advise if any of these properties have been redeemed by the owners. Also, please provide a breakdown of the data by wards.

RESPONSE:

| Vacant Properties Sold at Tax Sale | | | |
|------------------------------------|--------|--------|--------|
| WARD | FY2018 | FY2017 | FY2016 |
| 1 | 5 | 2 | 0 |
| 2 | 0 | 0 | 0 |
| 3 | 0 | 0 | 2 |
| 4 | 2 | 0 | 5 |
| 5 | 4 | 0 | 2 |
| 6 | 3 | 2 | 5 |
| 7 | 8 | 2 | 10 |
| 8 | 6 | 1 | 7 |

Total Sold: **28 7 31 = 66**
 Total Redeemed: **10 2 4 = 16**

48. Please provide the number of non-profits, small businesses, and residential real properties that have been late in paying their taxes and have been penalized for paying their taxes late. Please include the amount owed and a breakdown of the data by ward.

RESPONSE:

Note: Data cannot be filtered based on non-profits and small businesses.

| Residential Properties Late with Penalty & Interest (FY2019) | | | | | |
|--|-------------|---------------|--------------|------------|-----------------|
| WARD | #PROPERTIES | TAX | PENALTY | INTEREST | CURRENT BALANCE |
| 1 | 2,394 | 11,331,526.11 | 688,710.88 | 476,763.33 | 3,051,363.69 |
| 2 | 3,429 | 21,862,243.54 | 1,248,399.39 | 763,346.17 | 3,846,782.07 |
| 3 | 3,128 | 19,649,477.56 | 1,087,881.57 | 624,731.37 | 3,071,533.49 |
| 4 | 3,288 | 11,735,533.79 | 779,119.77 | 546,017.65 | 3,180,069.46 |
| 5 | 3,511 | 10,133,219.76 | 695,585.54 | 511,064.85 | 3,268,670.37 |
| 6 | 3,248 | 15,014,443.67 | 961,074.48 | 632,988.94 | 3,651,016.75 |
| 7 | 4,080 | 5,704,357.15 | 446,816.70 | 332,677.19 | 2,246,266.39 |
| 8 | 2,428 | 4,074,969.46 | 338,710.99 | 244,953.95 | 1,676,256.08 |

Total: **25,506 \$99,505,771.04 \$6,246,299.32 \$4,132,543.45 \$23,991,958.30**

49. Please advise if the agency retains data on real property tax assessments and payments based on area median income (AMI). If so, please provide this data broken down by ward.

RESPONSE:

OTR does not maintain data on real property tax assessments and payments based on area median income (AMI).

50. Please provide the Committee with an updated Debt Statement chart. This chart should contain the District's General Obligation bonds, income tax bonds, Certification of Participation (COPs), Tax Increment Financing (TIF) and Payment-in-Lieu of Taxes debt (PILOT), other tax-supported debt, as well as other debt.

RESPONSE:

As of September 31, 2019, total tax supported debt outstanding was approximately \$10.8 billion. A debt statement as of September 30, 2019 is attached (**Attachment 50**).

In February 2019, the District issued \$937,775,000 Series 2019A General Obligation Bonds to fund various projects in the Capital Improvement Plan and refinanced \$290,000,000 of BANs.

Subsequent to the close of Fiscal Year 2019, on December 4, 2019 the District issued:

- \$718,945,000 Income Tax Secured (ITS) Revenue Bonds, Series 2019A to fund various projects in the Capital Improvement Plan and refinance \$205,000,000 of BANs.
- \$60,000,000 taxable ITS Revenue Bonds, Series 2019B to fund New Communities projects and refinance \$40,000,000 of BANs.
- \$583,395,000 ITS Revenue Refunding Bonds, Series 2019C to refund outstanding ITS, GO and HPTF bonds. The refunding results in present value savings of \$184 million of cash flow savings over the life of the bonds.

On March 11, 2020, the District will issue

- \$578,110,000 ITS Revenue Bonds Series 2020A to fund various Capital Improvement Plan projects and refinance \$130,000,000 of BANs.
- \$454,435,000 ITS Revenue Refunding Bonds, Series 2020B to refund outstanding ITS. The refunding results in present value savings of \$154 million of cash flow savings over the life of the bonds.

With the sale of the Series 2020AB bonds, approximately \$11.5 billion of tax supported debt will be outstanding.

51. On Question 44 of your fiscal years 2018 and 2019 performance oversight response, you note that the Office of Finance and Treasury has established a “Bond Anticipation Note [BAN] program to provide interim financing capital project expenditure.” You also note that “District statute [sic] stipulates that BANs be paid or refinanced with long-term debt within three years of issuance.” Please provide a status update on the use of commercial paper issuances in fiscal year 2019 or fiscal year 2020 to date.

RESPONSE:

- On October 1, 2018, the District had \$315,000,000 of BANs outstanding.
- Throughout Fiscal Year 2019, the District sold \$390 million of BANs
- With the Series 2019A GO bonds, the District refinanced \$290 million of BANs with long term bonds.
- On September 31, 2019, a total of \$375 million of BANs were outstanding.

Fiscal Year 2020 to date, the District has not issued any additional BANs and refinanced \$375 million of BANs. With the close of the Series 2020AB ITS Bonds, no BANs will be outstanding.

52. The District has steadily increased the amount of debt used to fund school modernization. What is the impact of this debt on the District’s finances? Are there any adjustments or modifications to the manner in which this money is borrowed that should be considered (and have not been to date)?

RESPONSE:

All District borrowing continues to stay below the legislatively mandated debt limits. These borrowing amounts, and their impact on the District’s debt cap limits, are closely and continuously monitored by the OCFO to ensure compliance with the law. The impact of increased borrowing for school modernization projects, as well as for all capital projects, increases the amount of the District’s budget that has to be allocated to repayment of debt service on those borrowings. However, at this point no problems or concerns are foreseen with the District being able to effectively service its debt.

- a. Please detail whether the agency anticipates when school modernization projects will begin for schools that were last modernized in 2006, 2007, and 2008.

RESPONSE:

District’s Capital Asset Replacement Scheduling System (or CARSS) tracks when needed capital repairs are required for various capital facilities including their systems and sub-components, including those for schools’ facilities, based on maintenance records, useful life, current facility condition assessments and other predictive tools. This information is shared with the relevant owner agencies, as well as with the EOM, asset-by-asset in order to budget those repairs into upcoming capital budgets either

individually, or as pooled projects for specific building systems (i.e HVAC, roofs, windows and doors, etc.) to ensure that all assets remain in a state of good repair.

53. Please provide the number of Tax Abatement Financial Analyses (TAFA) the agency performed in fiscal year 2019, and fiscal year 2020, to date.

- a. How many negative TAFA were issued in fiscal year 2019, and fiscal year 2020, to date?
- b. Please provide a list of businesses or entities that received a negative TAFA in fiscal year 2019 and fiscal year 2020, to date.
- c. D.C. Code § 47-4701 outlines the requirements for the agency to analyze tax abatements. Does the agency consider methodology that is not codified when issuing a negative TAFA?

RESPONSE:

a. How many negative TAFA were issued in fiscal year 2019, and fiscal year 2020, to date?

Ten TAFAs were issued in FY 2019. No TAFAs have been issued in FY 2020 to date.

b. Please provide a list of businesses or entities that received a negative TAFA in fiscal year 2019 and fiscal year 2020, to date.

| Tax Abatement Legislation | TAFA Determination | Business/Entity |
|---------------------------|--------------------|-----------------|
| [REDACTED] | No/Not Needed | [REDACTED] |
| [REDACTED] | No/Not Needed | [REDACTED] |
| [REDACTED] | No/Not Needed | [REDACTED] |
| [REDACTED] | Partially Needed | [REDACTED] |
| [REDACTED] | No/Not Needed | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | Partially Needed | [REDACTED] |
| [REDACTED] | No/Not Needed | [REDACTED] |

- c. D.C. Code § 47–4701 outlines the requirements for the agency to analyze tax abatements. Does the agency consider methodology that is not codified when issuing a negative TAFAs?

No. For any tax abatement analysis, EDF considers whether the tax abatement is financially necessary.

54. The Office of Economic Development and Finance (EDF), advises the CFO on TIF agreements. Please provide data on the estimated tax revenues needed to cover debt repayment on all active TIF deals entered into by the District. Also include a comparison of the actual tax revenues collected on each of these deals compared to EDF’s estimation of the tax revenues that would be collected.

RESPONSE:

The table below compares the amount of debt repayment on TIF (and PILOT) projects in FY 19 compared to TIF revenue collections base tax collections. The base tax can be considered the amount that would have been collected had no development or redevelopment taken place in the TIF area.

| FY 2019 (\$000's) | TIF | PILOT (c) | Total |
|--|------------|------------------|--------------|
| 1.Total Debt Repayment (a) | 14,032 | 41,508 | 55,540 |
| 2.Total Real Property and Sales Tax TIF/PILOT Revenues (b) | 47,595 | 46,139 | 93,734 |
| 3.Total Real Property and Sales Tax Base | 1,400 | 945 | 2,345 |

Notes:

- a. From Exhibit S-3e of the 2019 CAFR. Includes prepayment of principal on certain obligations.
- b. After subtracting the Special Real Property Tax (the GO Carveout) and the base from TIF area collections.
- c. Includes the Wharf project, which is both a TIF and a PILOT.

55. Please provide a description of all active or anticipated development projects in fiscal year 2019 and fiscal year 2020, to date that have received TIFs that include the project’s TIF District, developer, and a description of the projects TIF debt. Also, please provide information on CBE participation in these projects and the community benefit commitments associated with these development projects.

RESPONSE:

| TIF Area | Developer | Action (Date) | Description of Debt |
|--|-----------------------|--|---|
| Bryant Street TIF | MRP Realty | Debt Issued (October 31, 2019) | Issuance of \$17.3 million |
| Southeast Federal Center (The Yards) PILOT | Brookfield Properties | Debt Facility Amendment (December 17, 2019) | Amended and restated note to U.S. bank, initially executed in 2014. Note serves as a draw-down debt facility with a mandatory re-financing in five years. Maximum principal amount increased from \$34.8 million to \$62.8 million. |
| Brookfield Manor (RIA) TIF | Mid-City | TIF Authorizing Legislation Enacted (effective March 22, 2019) | Debt not yet issued; legislation authorized up to \$47 million in bond issuances. |

56. Please list all settlements entered into by the agency or by the District on behalf of the agency in fiscal year 2019 or fiscal year 2020, to date, and provide the parties’ names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc).

RESPONSE:

In FY 2019, the OCFO entered into one settlement involving an employee. The OCFO is available to brief the Committee on this matter.

57. Please describe the agency’s procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in fiscal year 2019 and fiscal year 2020, to date, whether or not those allegations were resolved.

RESPONSE

Allegations of sexual harassment or misconduct are quickly and thoroughly investigated. If the investigation finds credible evidence that substantiates the allegation, appropriate disciplinary action is taken against the offender.

58. Please list the administrative complaints or grievances that the agency received in fiscal year 2019 and fiscal year 2020, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in fiscal year 2019 or fiscal year 2020, to date, describe the resolution.

RESPONSE

The OCFO resolves grievances as outlined in the Collective Bargaining Agreement between the District of Columbia Government and the labor organizations representing Compensation Units 1 and 2. There have been no OCFO policy changes and/or updates resulting from any filed grievances. In fiscal year 2019 and fiscal year 2020, to date, we had two grievances, one filed related to the severity of an administered disciplinary action; the other related to an employee's concern about not being promoted. One grievance was resolved and the other is pending an official hearing.

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



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

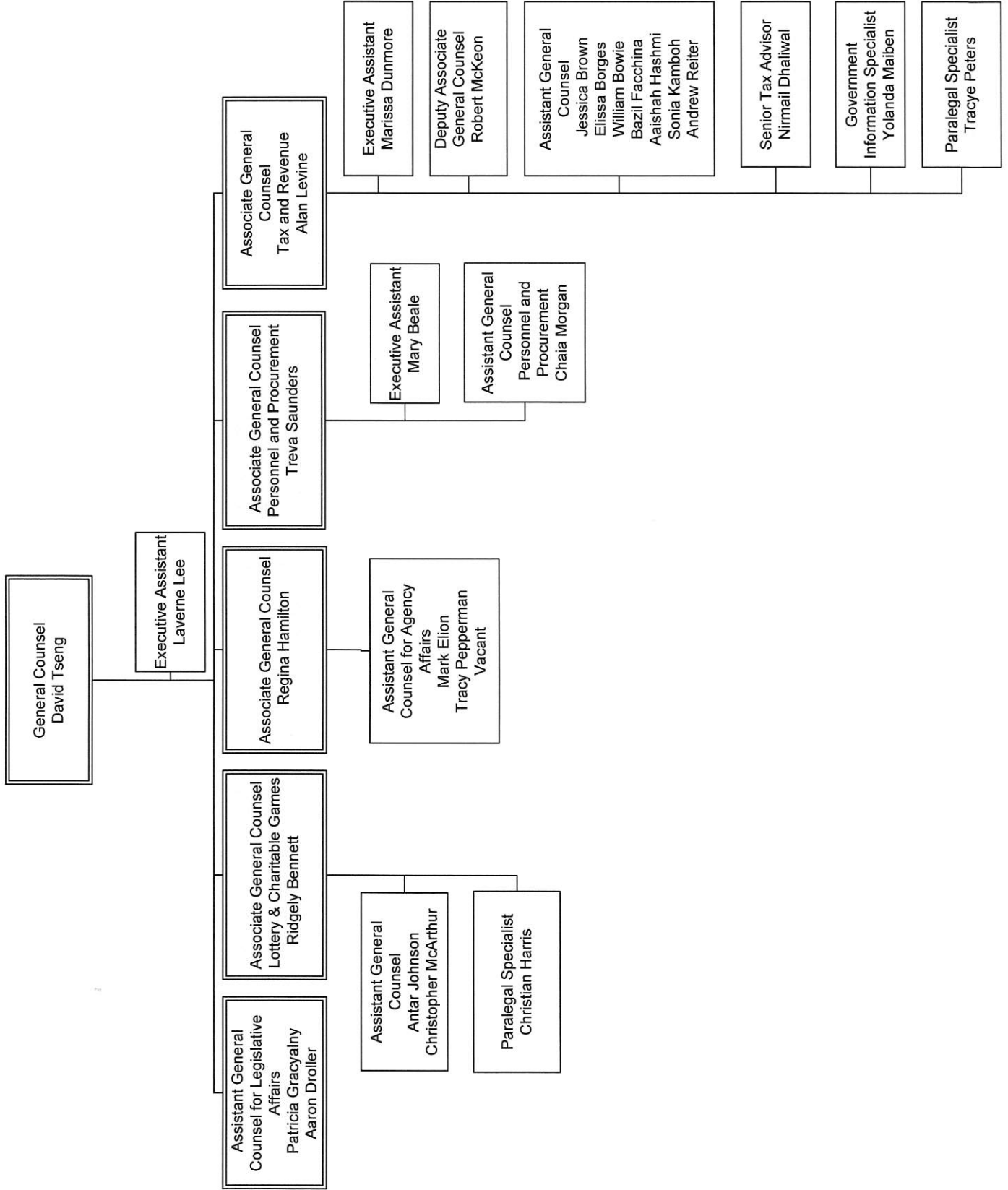


OFFICE OF THE GENERAL COUNSEL

The role and responsibility of the Office of the General Counsel is to:

- Direct the legal resources of the OCFO with respect to Federal and District appropriations, contracting and procurement, and accounting and financial transactions
- Represent the Chief Financial Officer in litigation and in other legal matter in which the CFO is a party or has legal interest
- Supervise and manage outside counsel in all legal matters
- Assure the legal sufficiency of the OCFO's program and policies.

OCFO - Office of General Counsel (OGC)



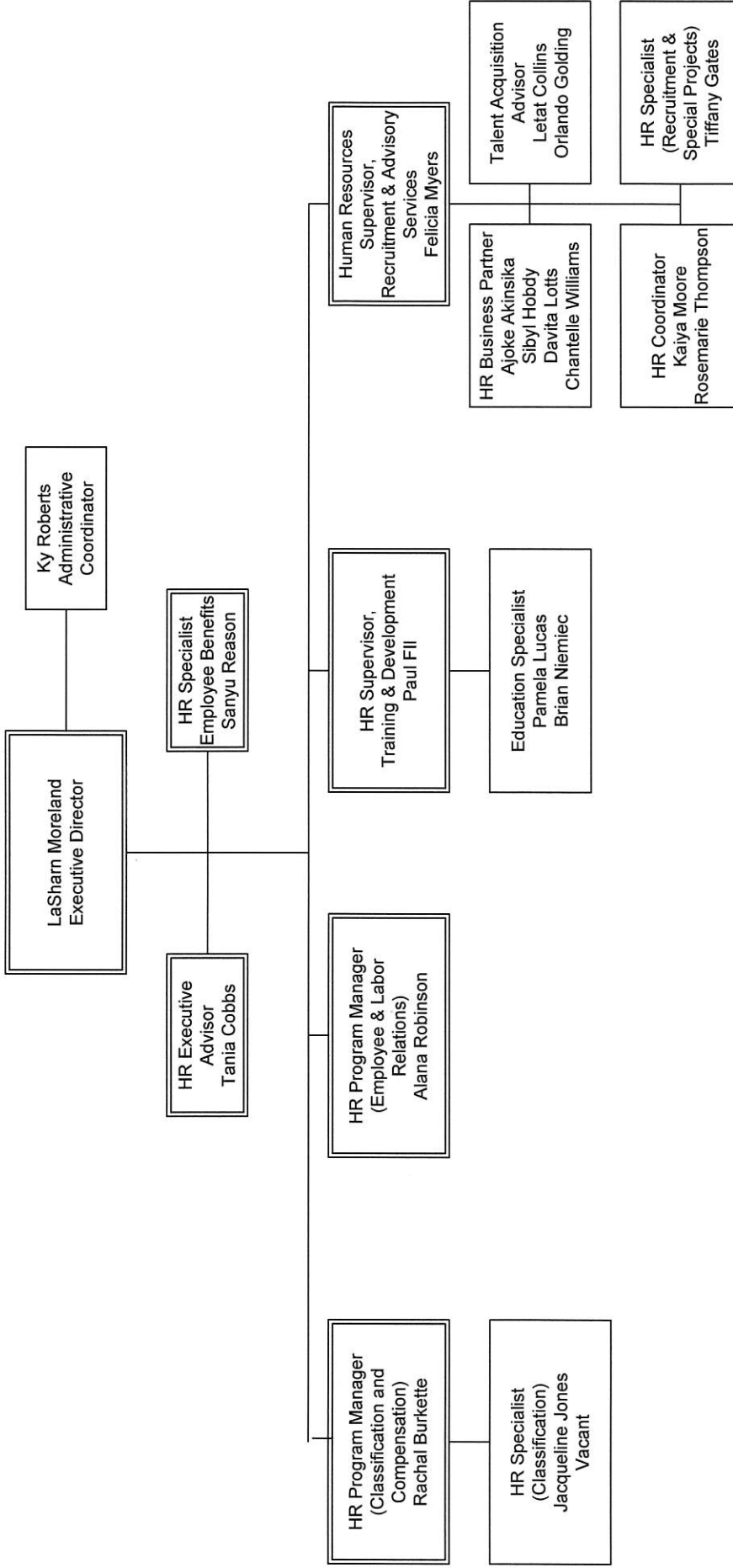
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



OFFICE OF HUMAN RESOURCES

The Office of Human Resources provides effective human resources management services to attract, develop and retain top talent. We commit to strategically build and maintain collaborative partnerships, uphold policies and procedures, and deliver innovative programs in support of the OCFO's mission.

OCFO Office of Human Resources



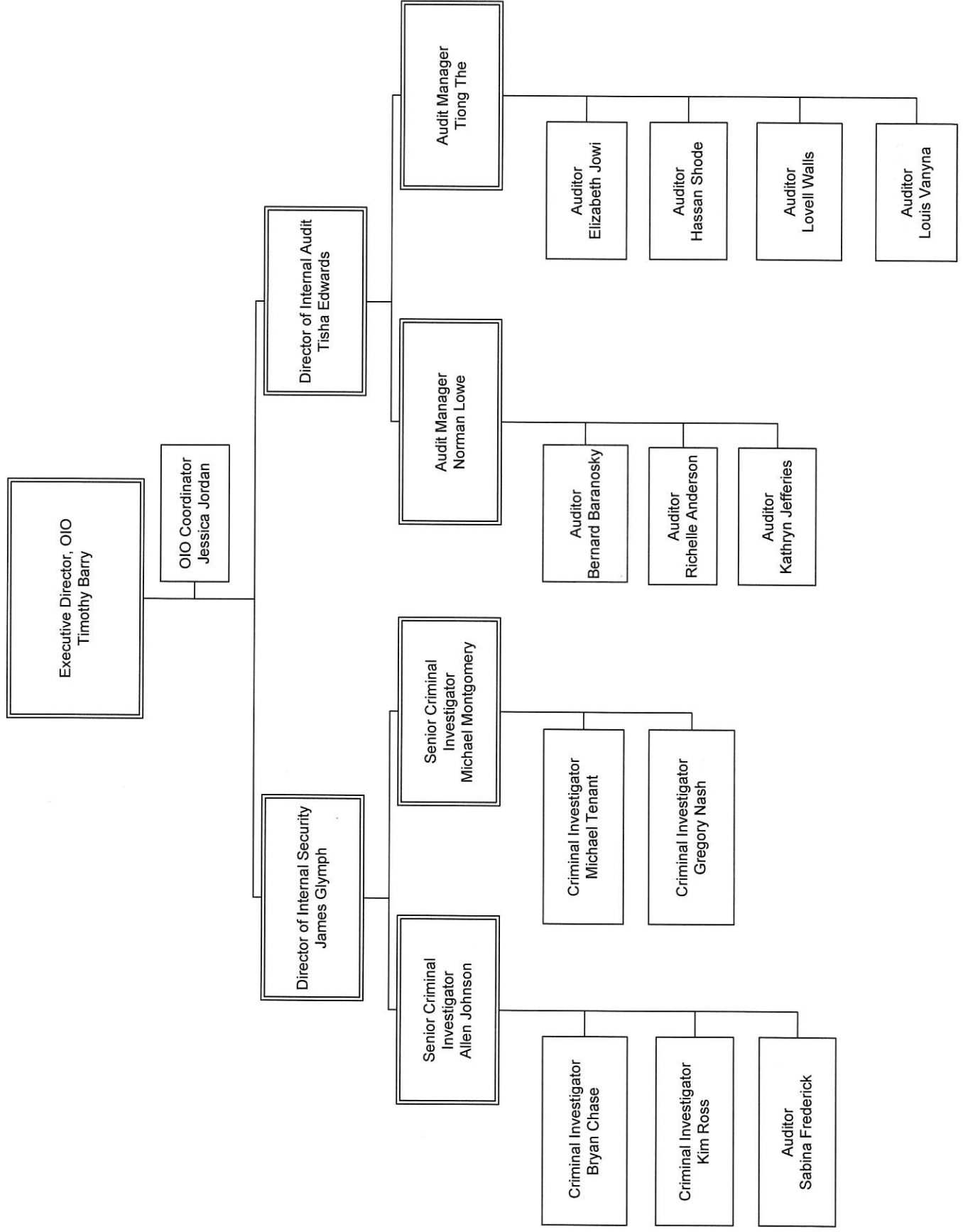
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



OFFICE OF INTEGRITY AND OVERSIGHT

OIO's mission is to ensure accountability, integrity, and efficiency is maintained in the financial management and tax administration systems of the Government of the District of Columbia. Through its audit and investigative resources, OIO provides the CFO with independent appraisal of OCFO operations and assures the highest standards of integrity and security of OCFO employees.

OCFO - Office of Integrity and Oversight (OIO)



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



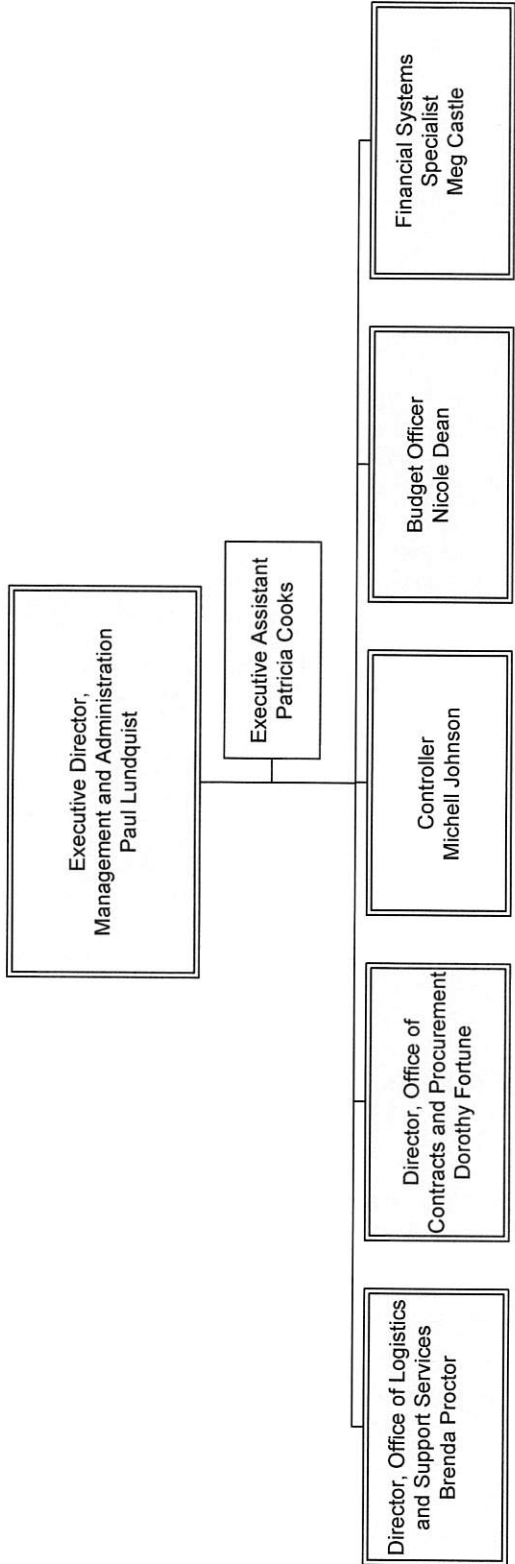
OFFICE OF MANAGEMENT AND ADMINISTRATION

The mission of the Office of Management and Administration is to provide financial, procurement, and logistical support services to the OCFO that are timely, accurate, relevant, and of high quality.

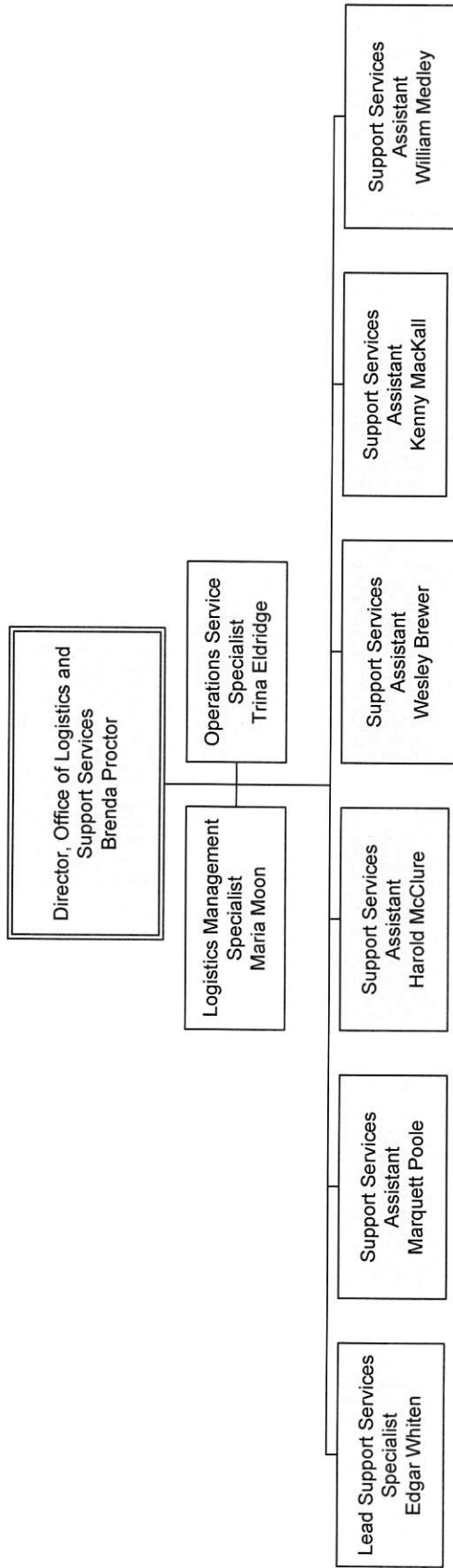
Key Responsibilities:

- Develops and implements annual OCFO budget and financial plan.
- Contracts for commodities and services in support of the OCFO.
- Maintains position and fund controls to assure that agency spending remains within authorized limits; tracks agency spending.
- Processes agency vendor payments and employee reimbursements.
- Manages agency logistical needs, including space planning, vehicle management, mailings, transportation of staff and documents, and building maintenance.

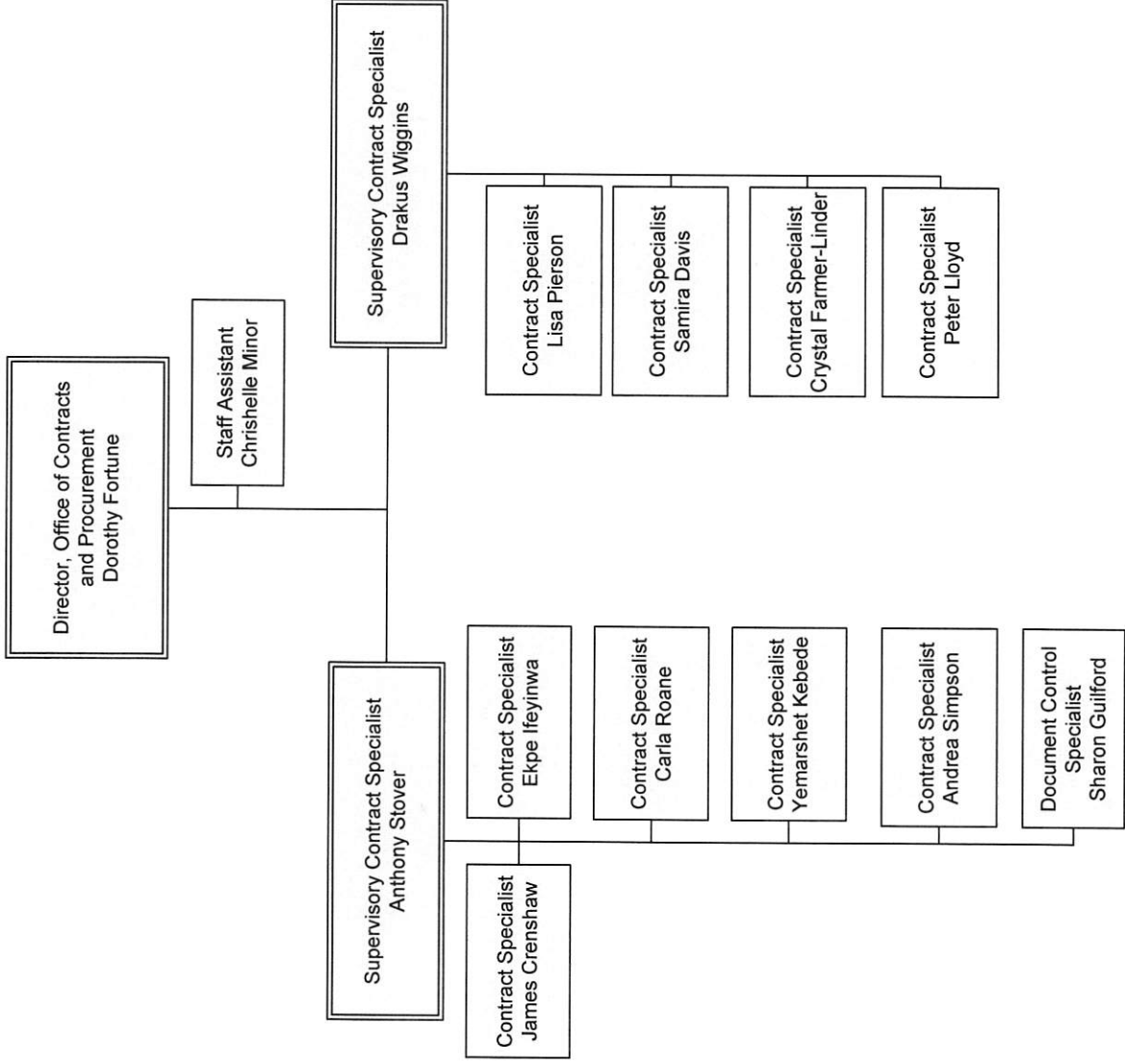
OCFO-Office of Management and Administration Executives (OMA)



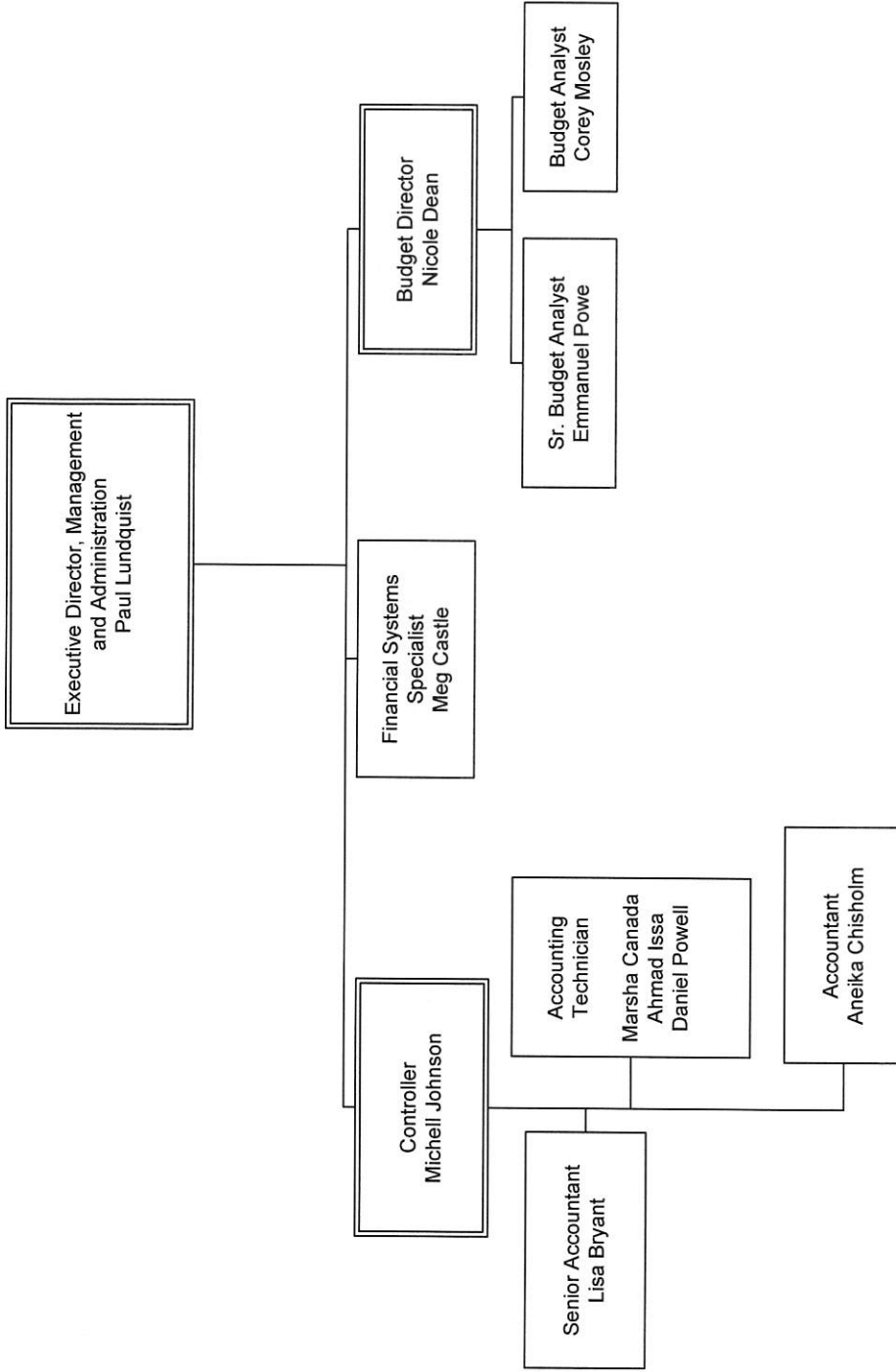
OCFO-Office of Management and Administration (OMA)- Logistics & Support Services



OCFO-Office of Management and Administration (OMA) - Contracts



OCFO-Office of Management and Administration (OMA) - Financial Operations



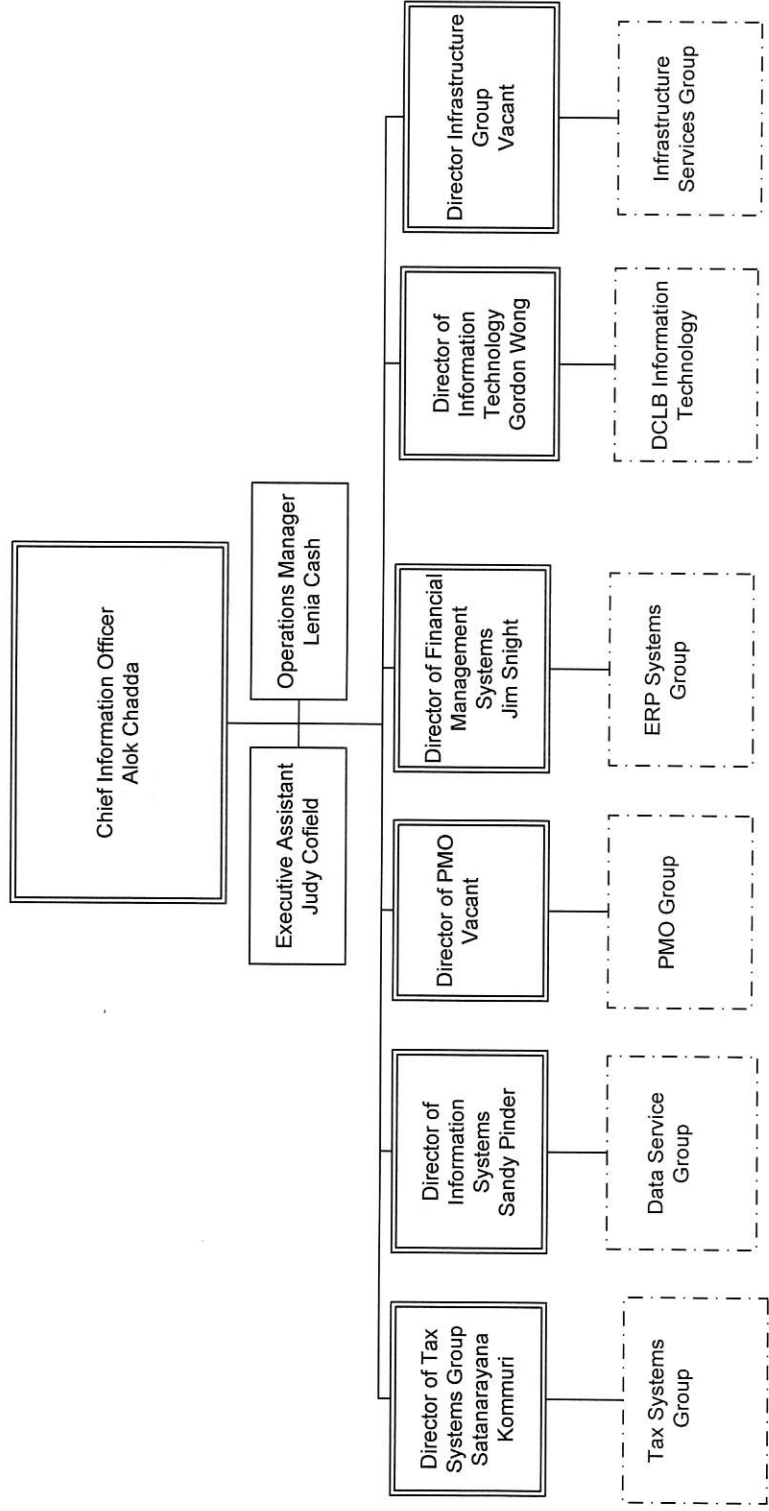
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



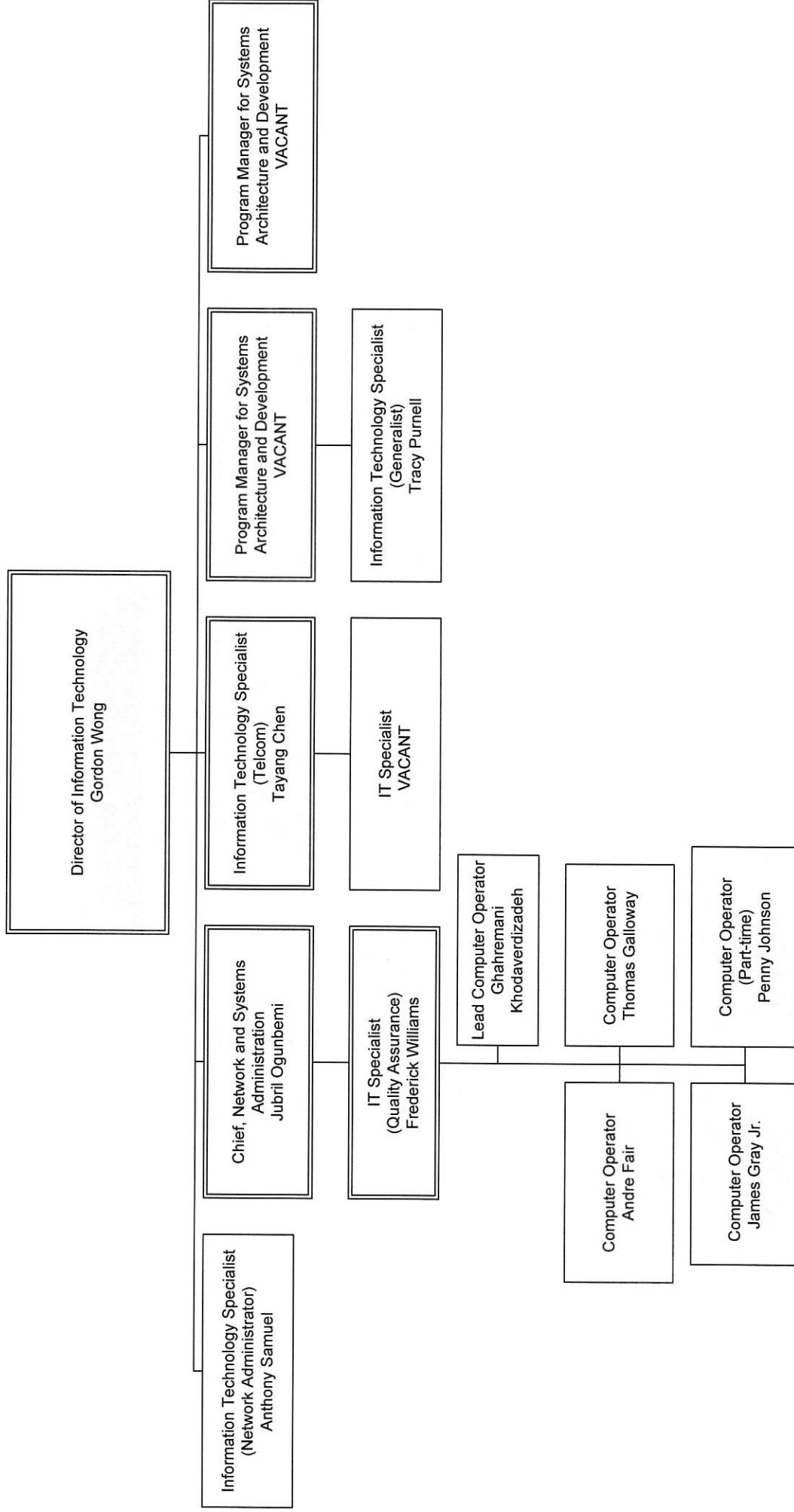
OFFICE OF THE CHIEF INFORMATION OFFICER

The mission of the Office of the Chief Information Officer (OCIO) is to manage and direct the Information Technology operations, activities, and employees within all OCFO offices and departments. The OCIO is committed to delivering innovative, cost effective, and secure IT solutions and infrastructure that support OCFO's programs and initiatives, preserve the independent status of the District's Office of the Chief Financial Officer, provide excellent customer service, enable the continuous improvement of services, and enable transparency in government.

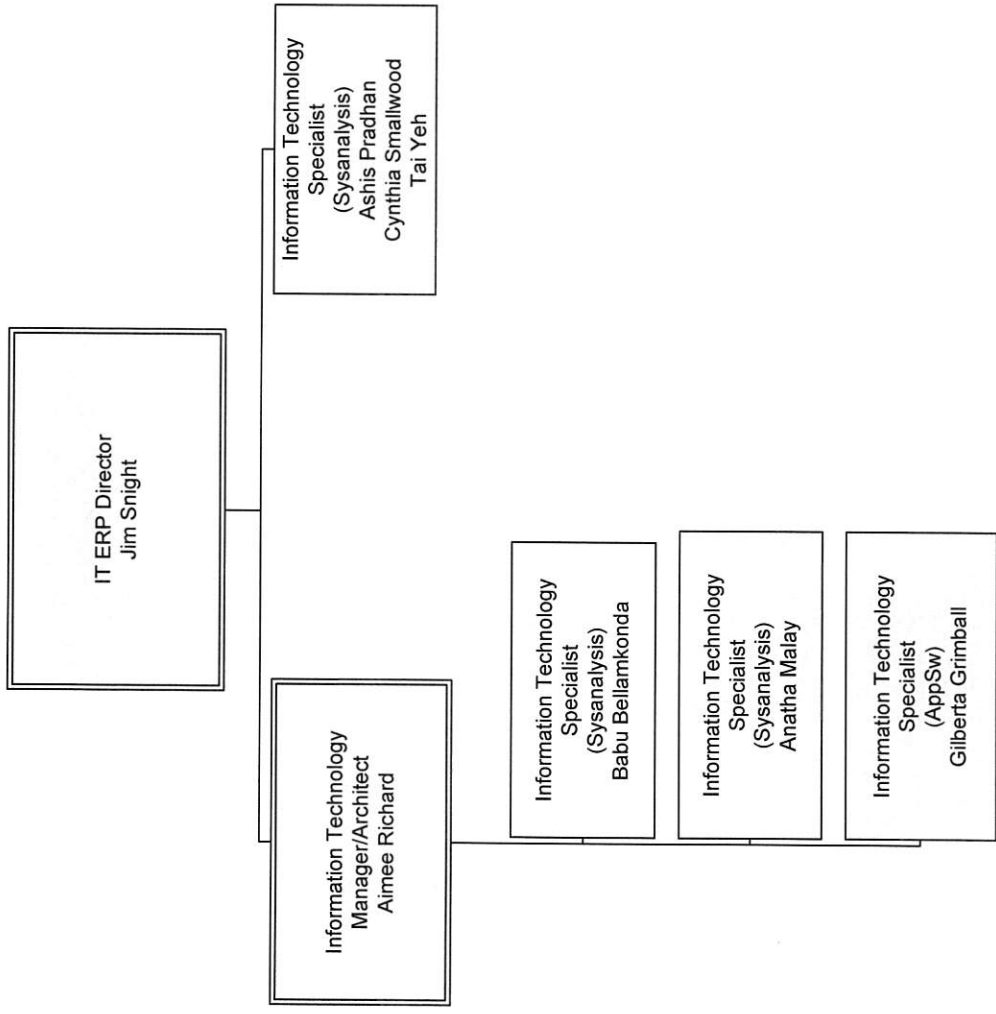
OCFO - Office of the Chief Information Technology Officer (OCIO) - Executives



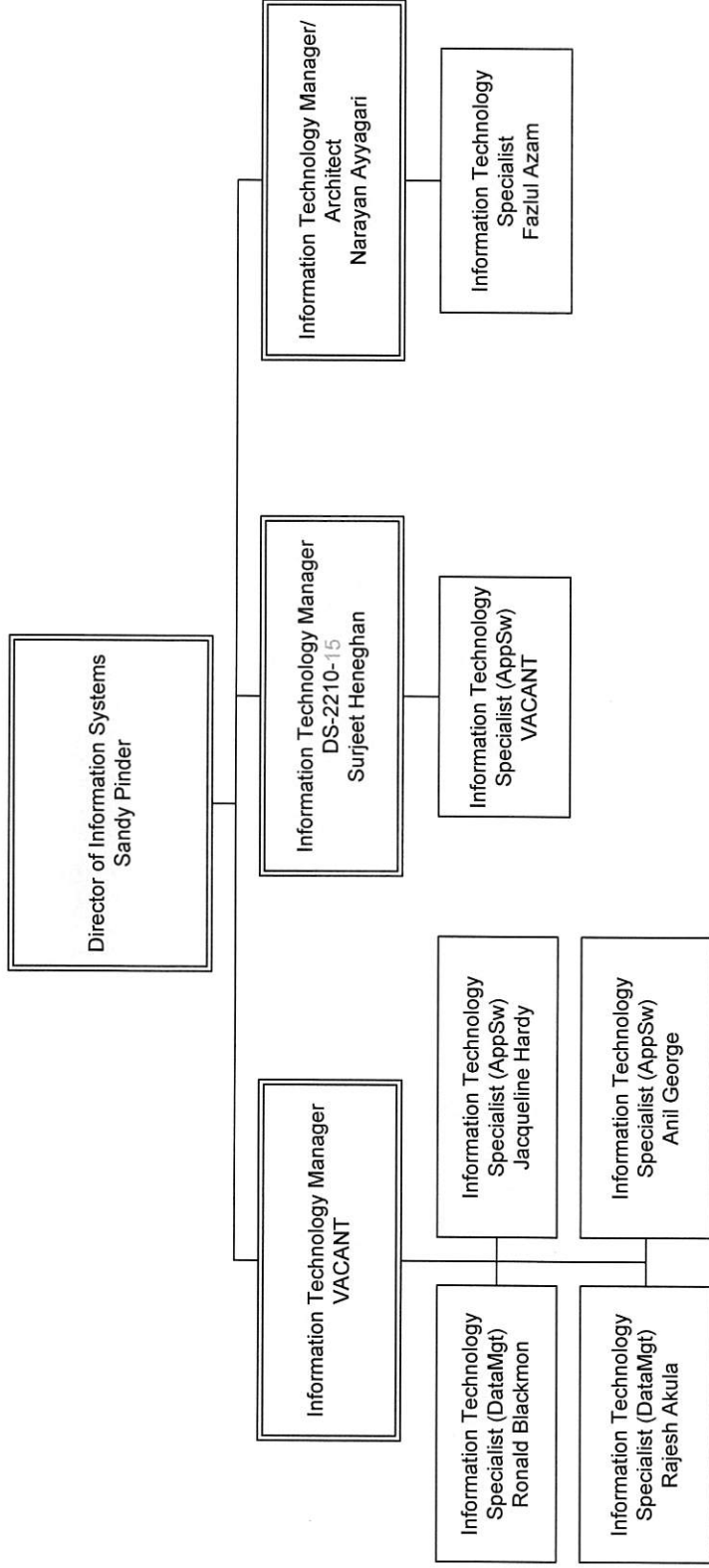
OCFO - Office of the Chief Information Officer (OCIO) - DCLB



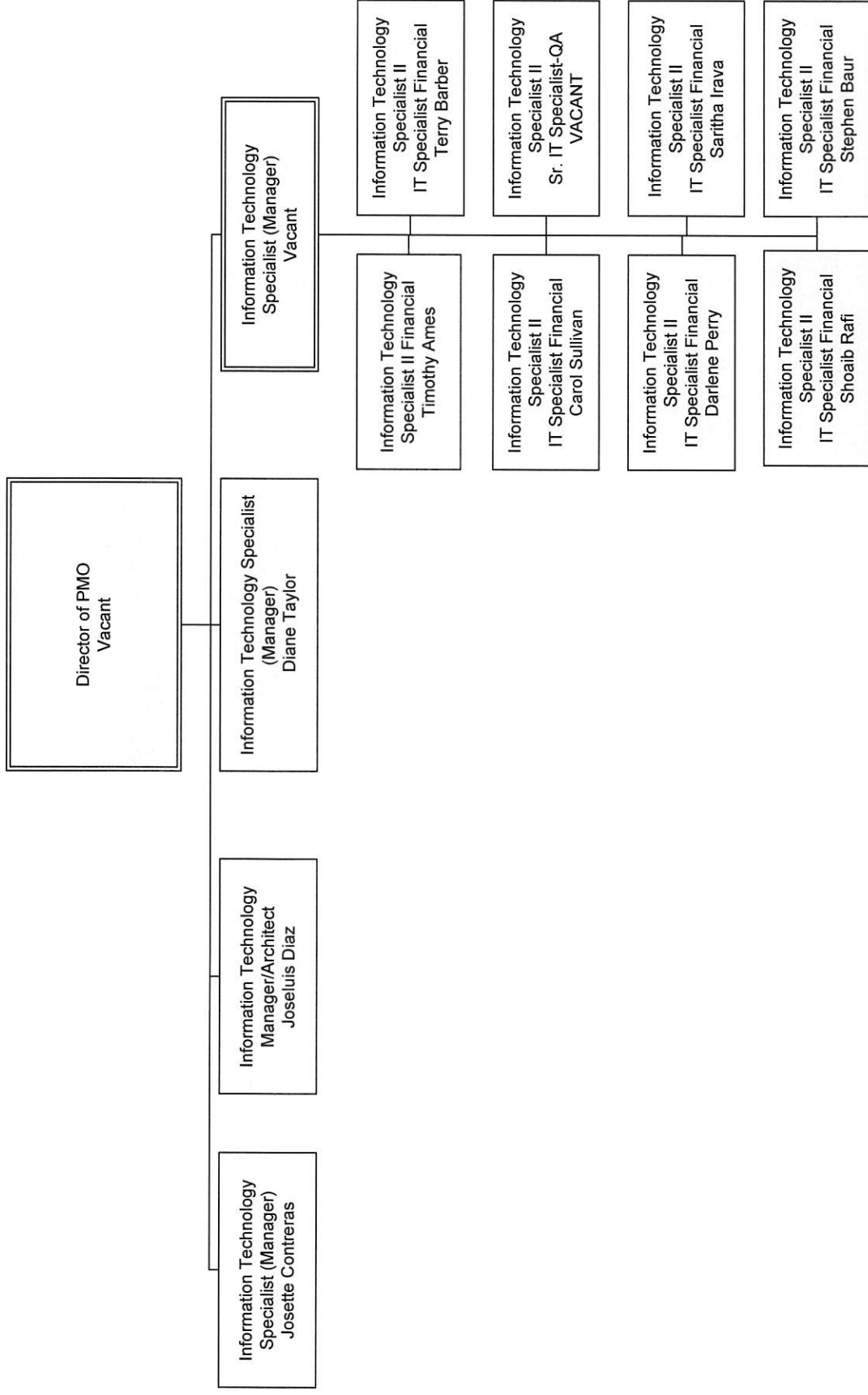
OCFO - Office of the Chief Information Officer (OCIO) – ERP Service Group



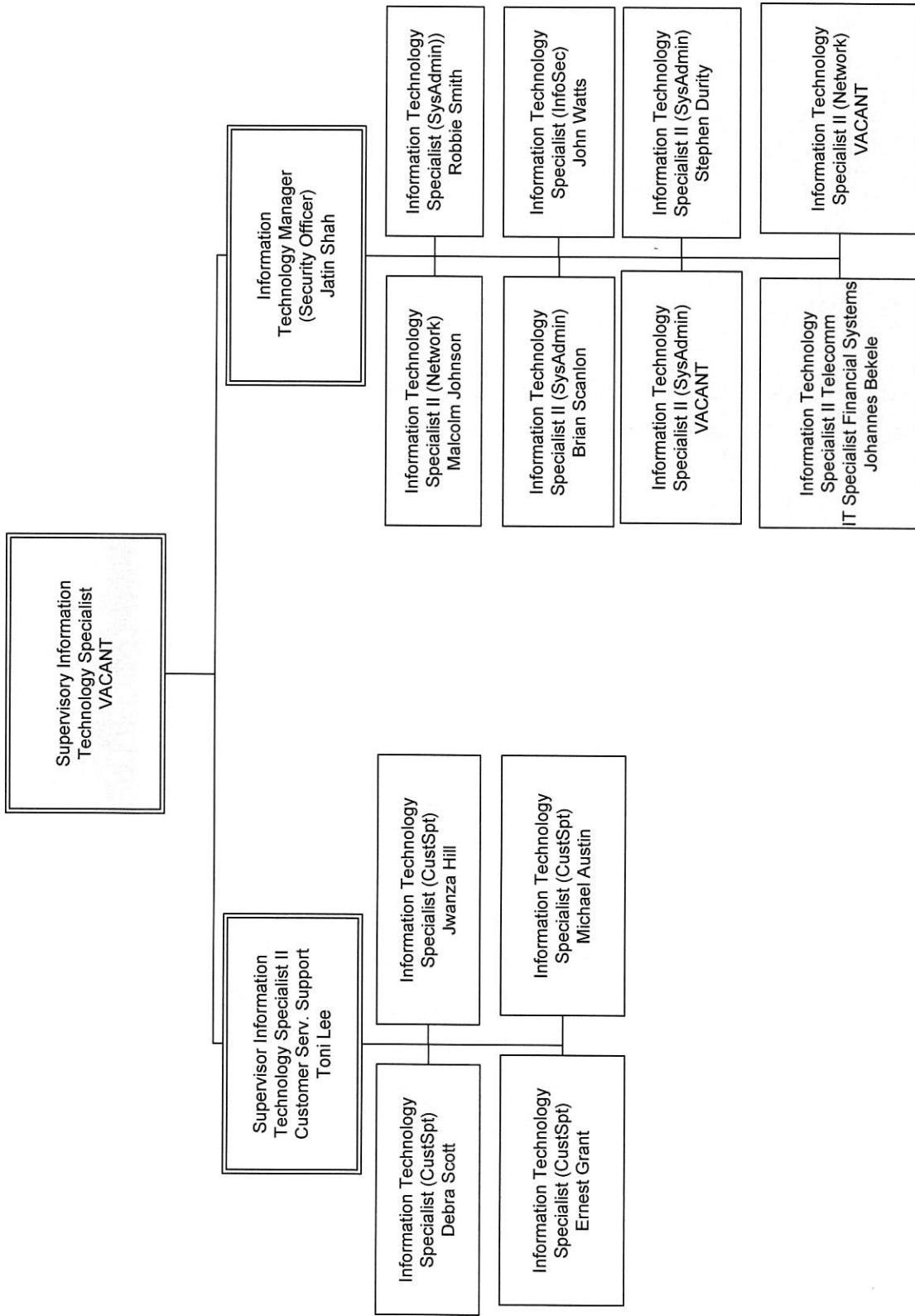
OCFO - Office of the Chief Information Officer (OCIO) – Data Service Group



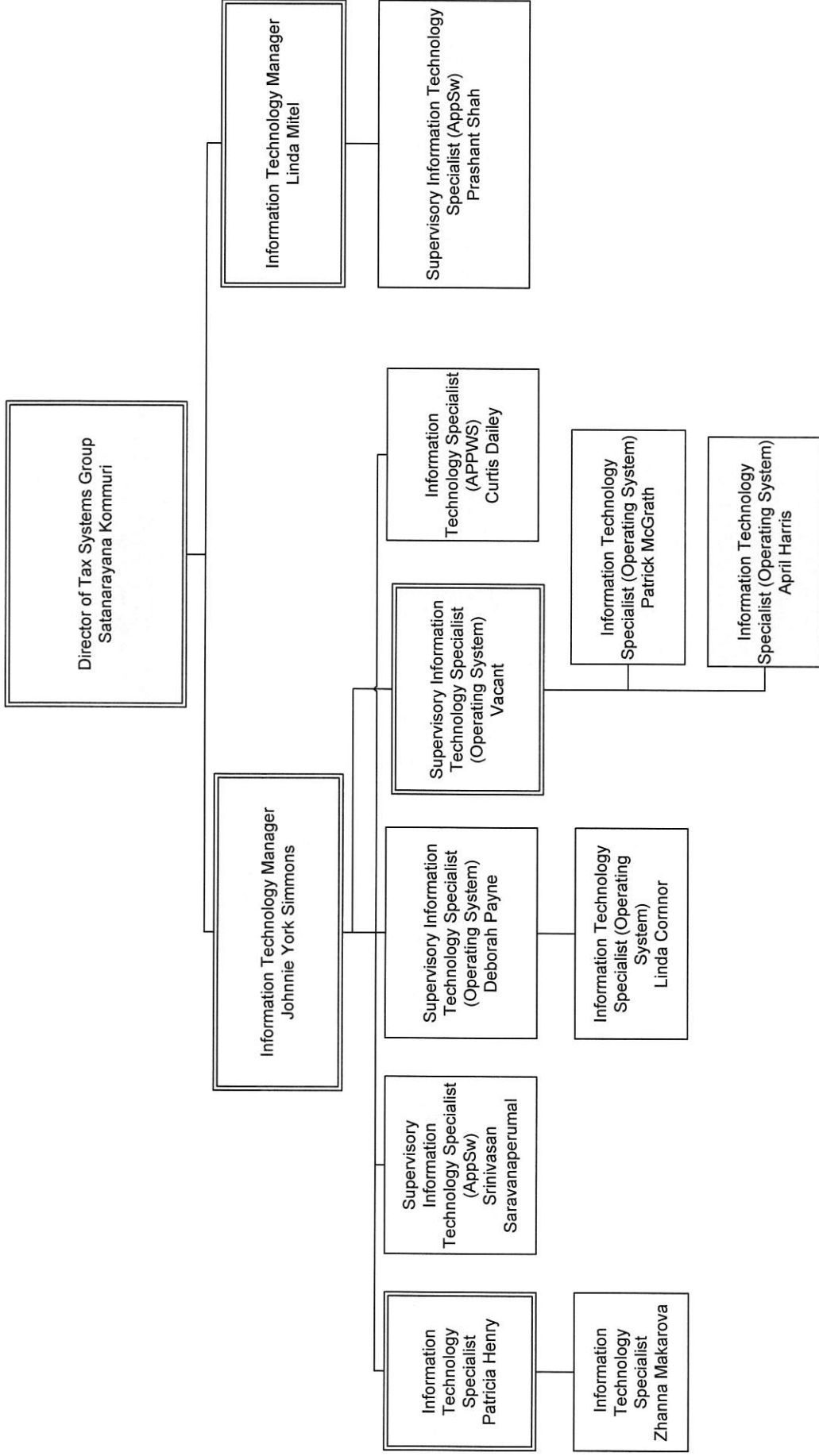
OCFO - Office of the Chief Information Officer (OCIO) - PMO Group



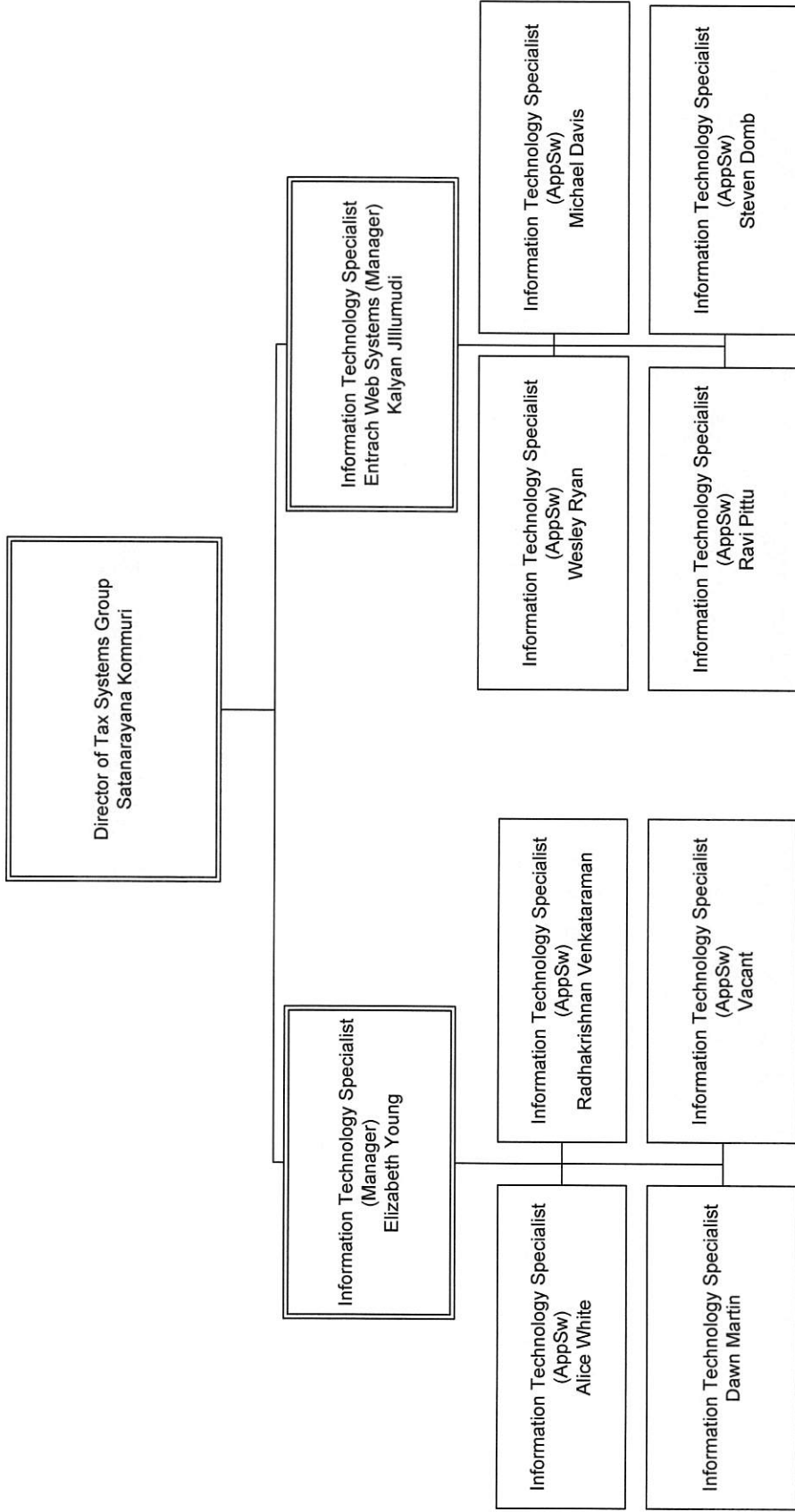
OCFO - Office of the Chief Information Officer (OCIO) - Technical Infrastructure Group



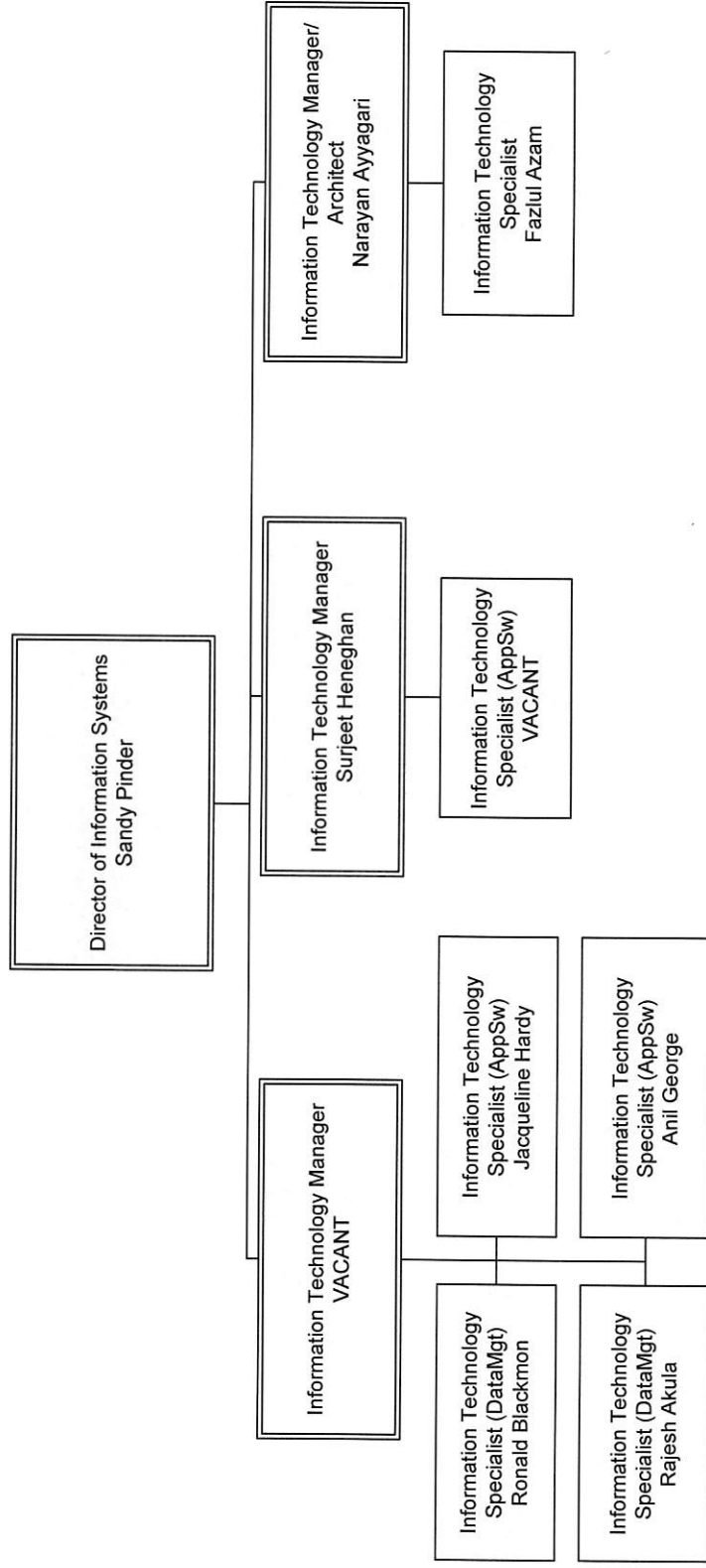
OCFO - Office of the Chief Information Officer (OCIO) - Tax Systems



OCFO - Office of the Chief Information Officer (OCIO) -Tax Systems (Continued)



OCFO - Office of the Chief Information Officer (OCIO) – Data Service Group



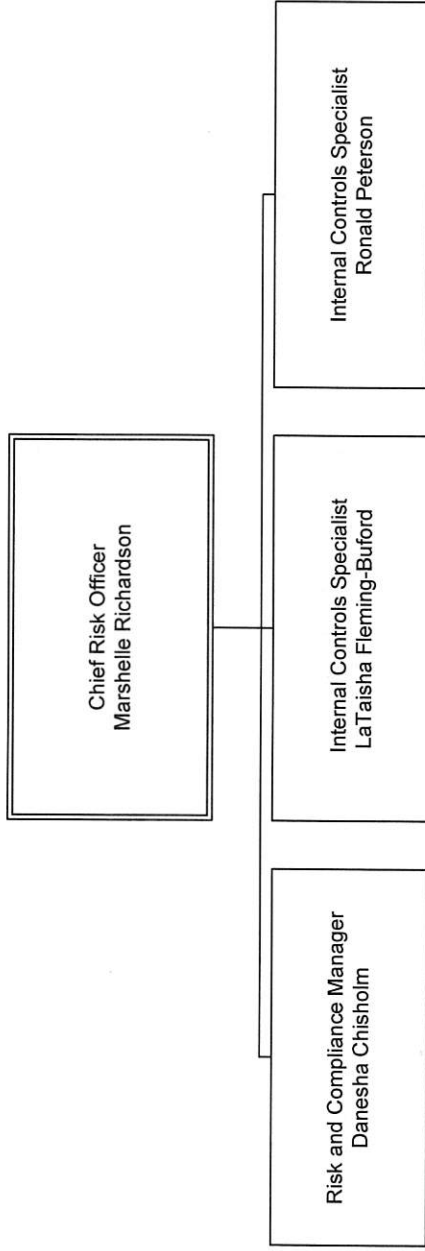
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



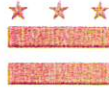
OFFICE OF THE RISK OFFICER

The role and responsibility of the Office of the Chief Risk Officer is to identify, assess, report, monitor and mitigate key strategic, operational, reputational, financial and technological risks within the OCFO. Additionally, the unit establishes and institutionalizes an integrated risk management framework.

OCFO - Office of the Chief Risk Officer - OCRO



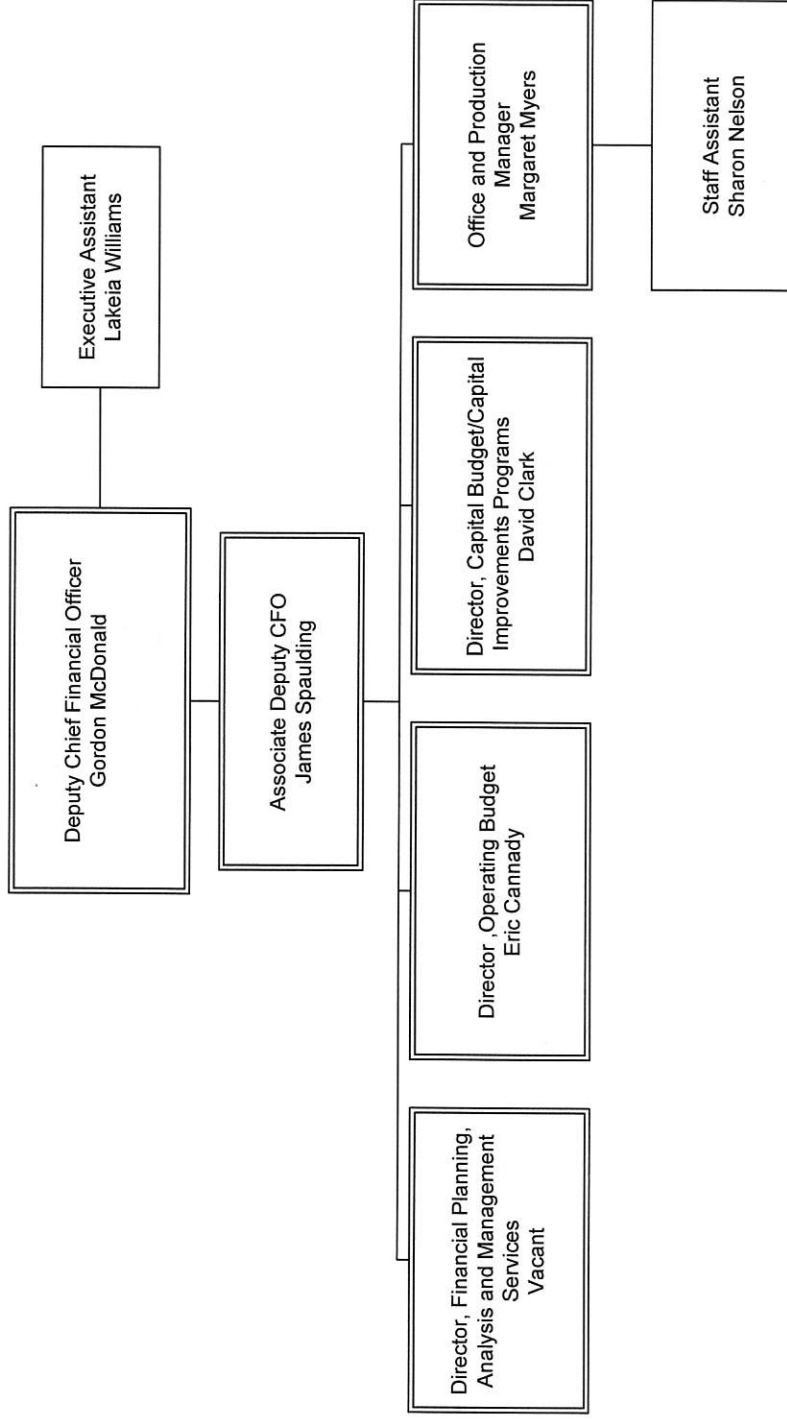
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



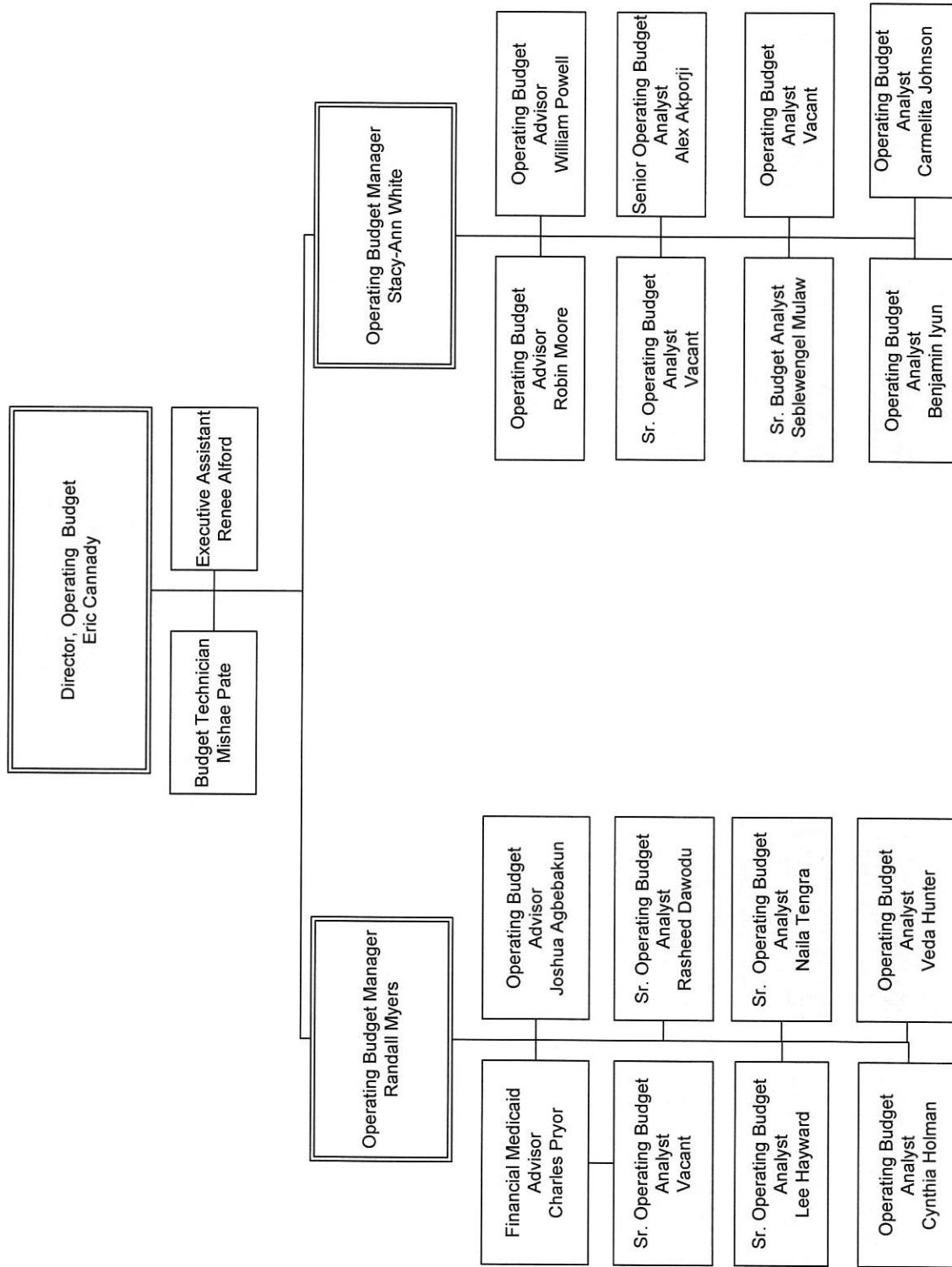
OFFICE OF BUDGET AND PLANNING

The mission of the Office of Budget and Planning (OBP) is to prepare, monitor, analyze, and execute the District government's budget, including operating, capital and enterprise funds in a manner that facilitates fiscal integrity and maximizes services to taxpayers. In carrying out its mission, it is essential that OBP provide high-quality customer service to our internal and external customers.

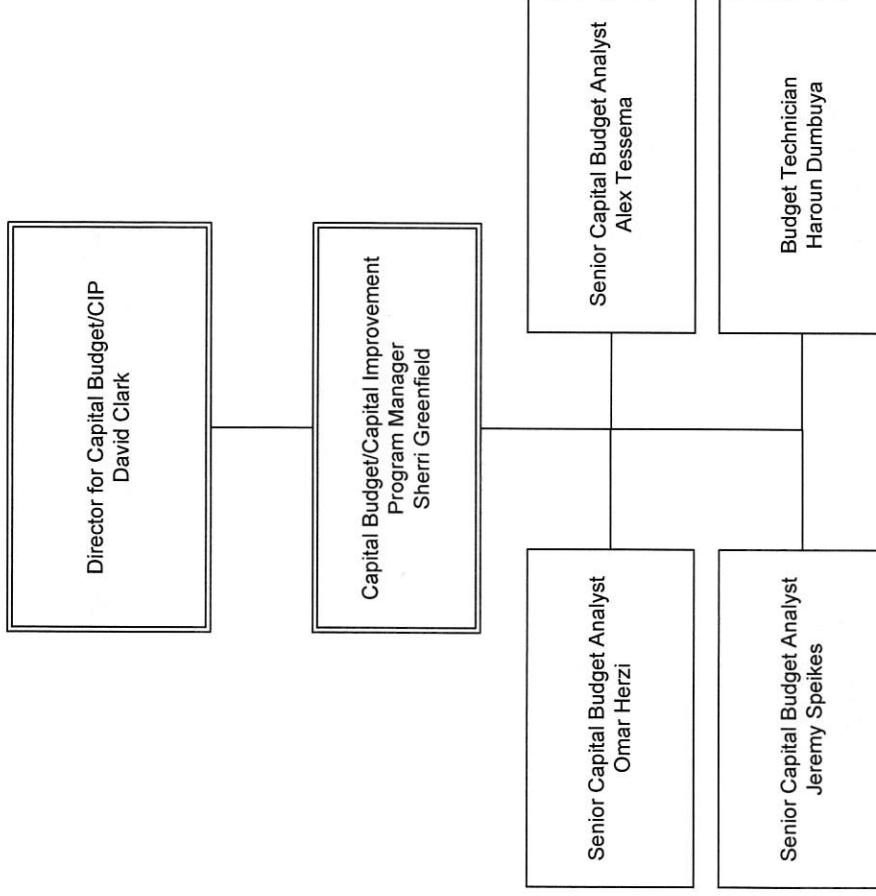
Office of Budget and Planning (OBP) – Executives



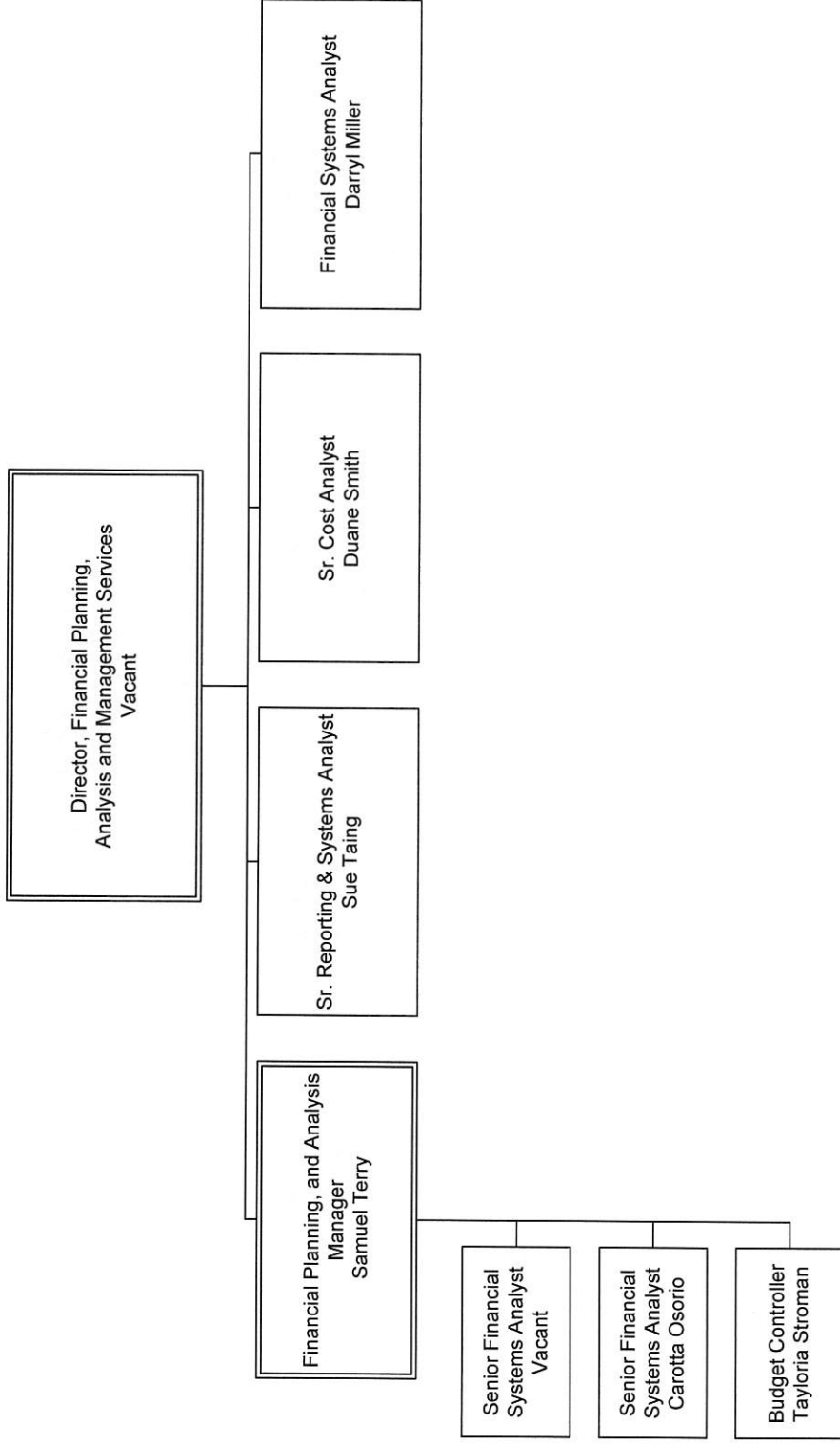
OCFO - Office of Budget and Planning (OBP) – Budget Administration



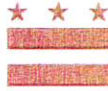
OCFO - Office of Budget and Planning (OBP) – Capital Improvement Programs (CIP)



OCFO - Office of Budget and Planning (OBP) – Financial Planning, Analysis and Management Services



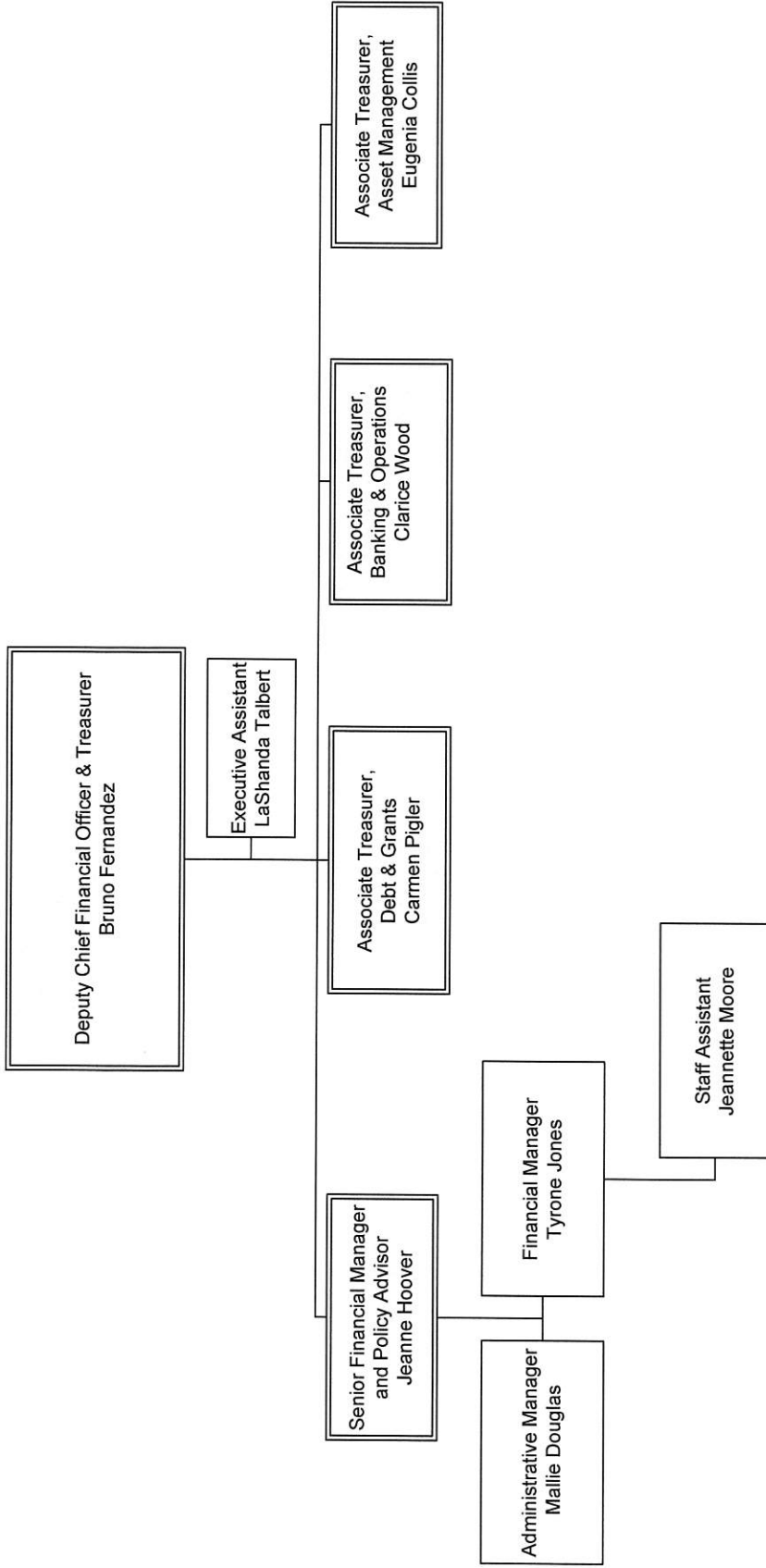
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



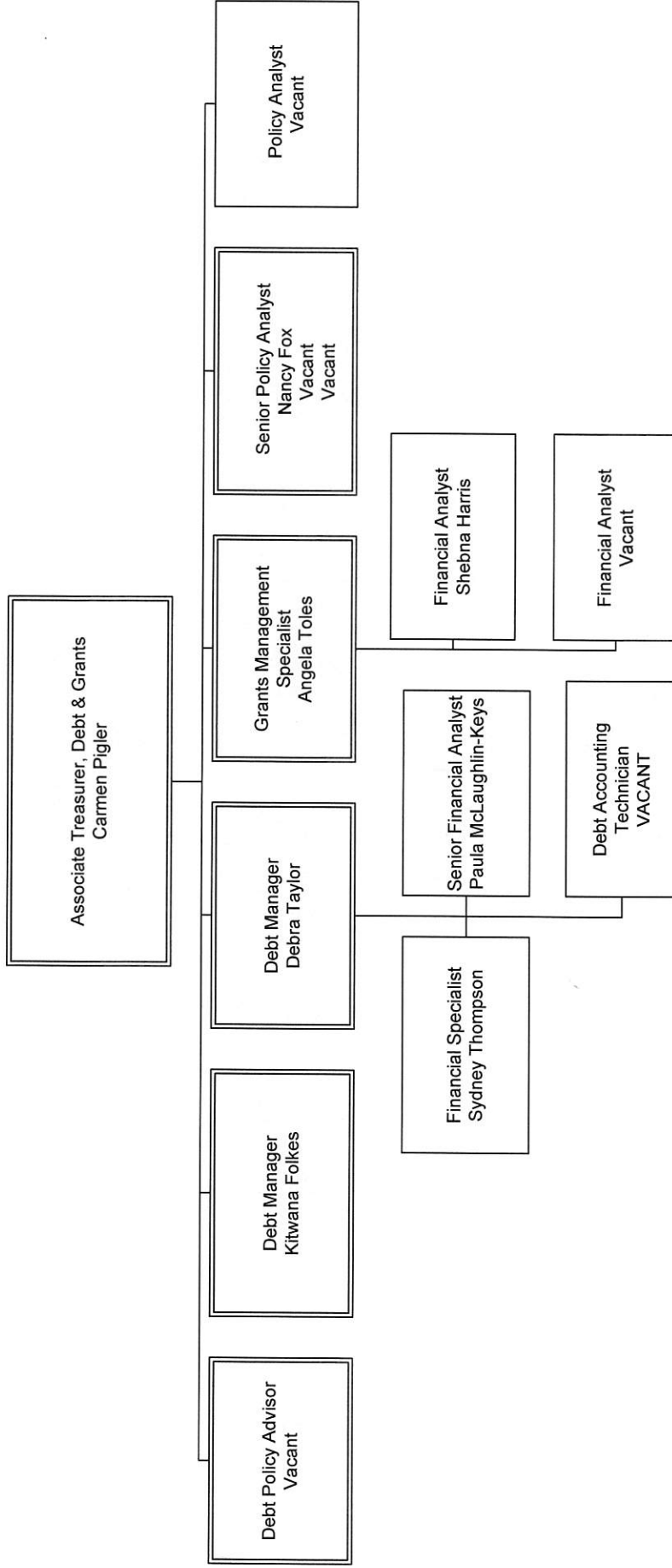
OFFICE OF FINANCE AND TREASURY

The mission of the Office of Finance and Treasury (OFT) is to efficiently and effectively manage the financial assets and liabilities of the Government of the District of Columbia. This includes receiving, safe-keeping, investing, disbursing, recording and acquiring District financial resources. The core financial assets are cash and equivalents and accounts receivable, and the core financial liabilities are debt and accounts payable. In carrying out this mission, it is essential that OFT provides high quality, customer-friendly service to its internal and external customers (other government agencies and the public).

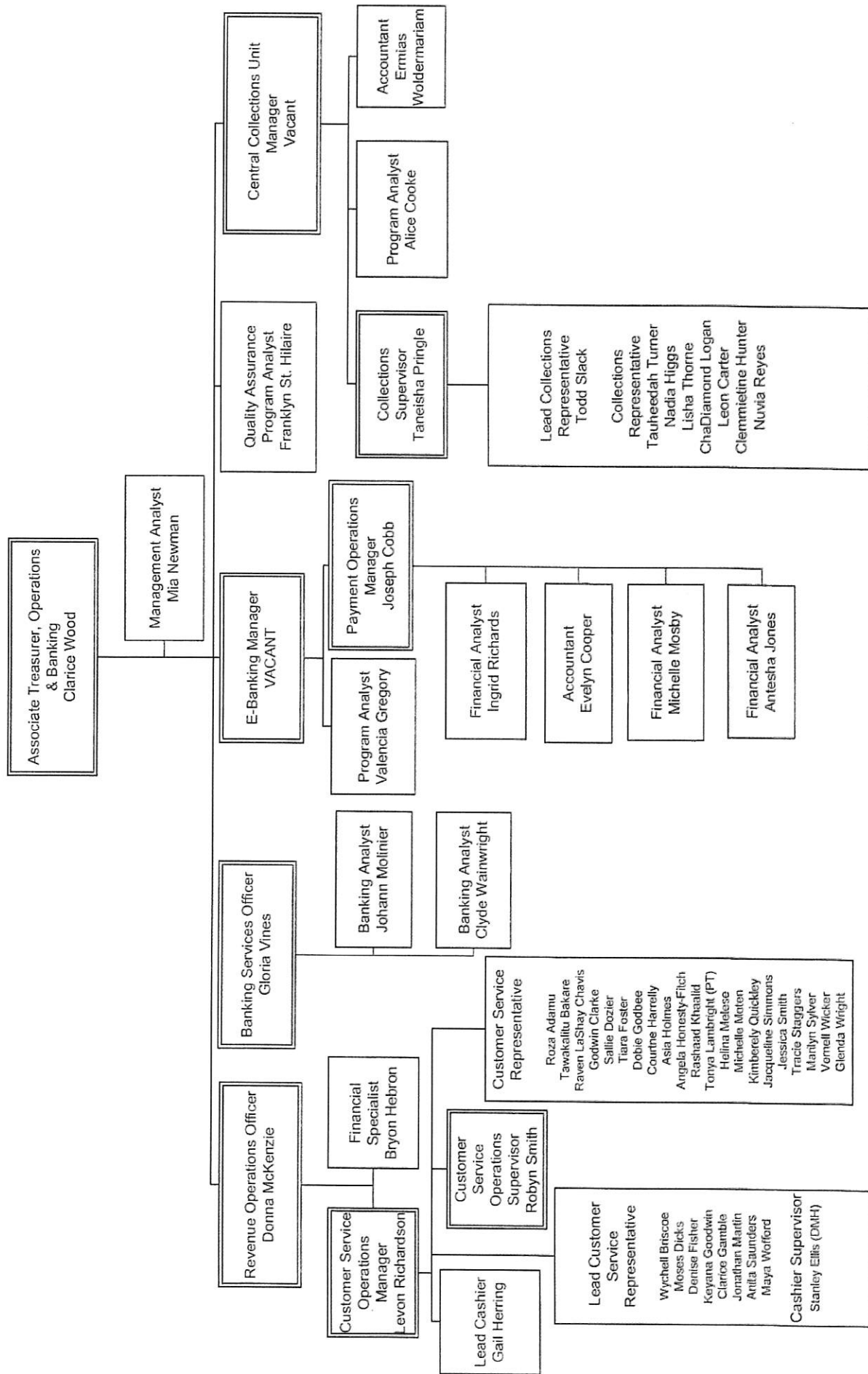
OCFO - Office of Finance and Treasury (OFT) - Executives



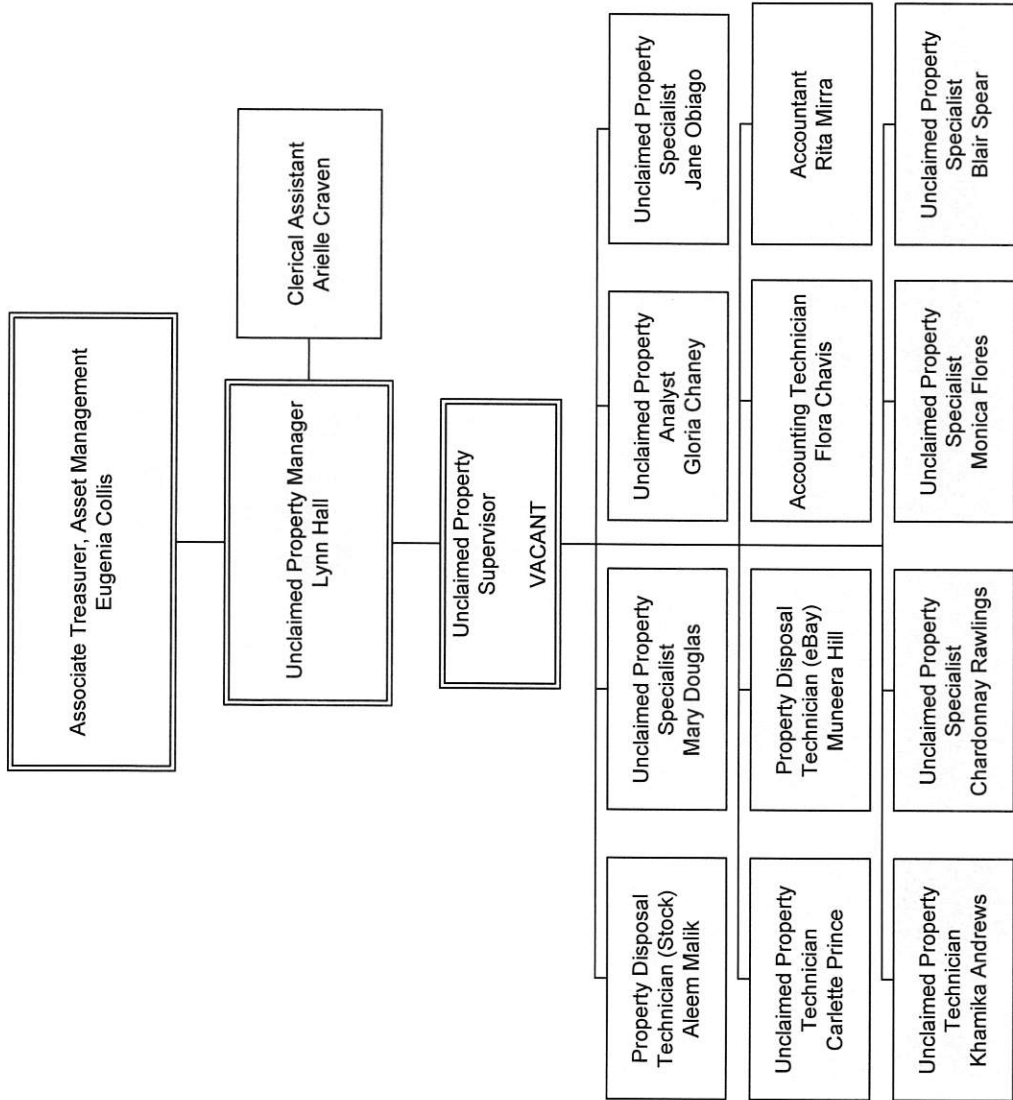
OCFO - Office of Finance and Treasury (OFT) – Debt & Grants



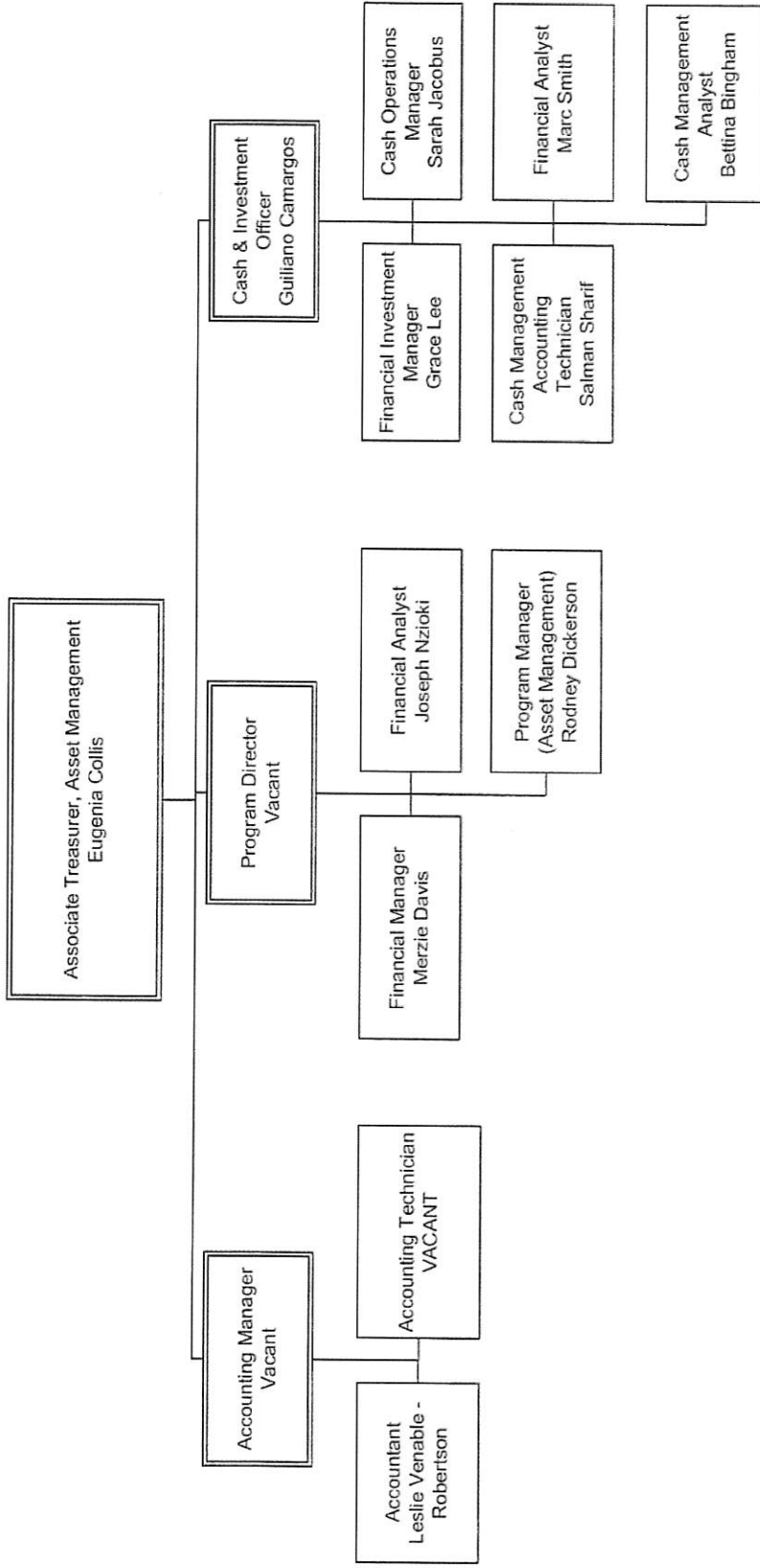
OCFO - Office of Finance and Treasury (OFT) – Operations & Banking



OCFO - Office of Finance and Treasury (OFT) - Unclaimed Property



OCFO - Office of Finance and Treasury (OFT) – Asset Management



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



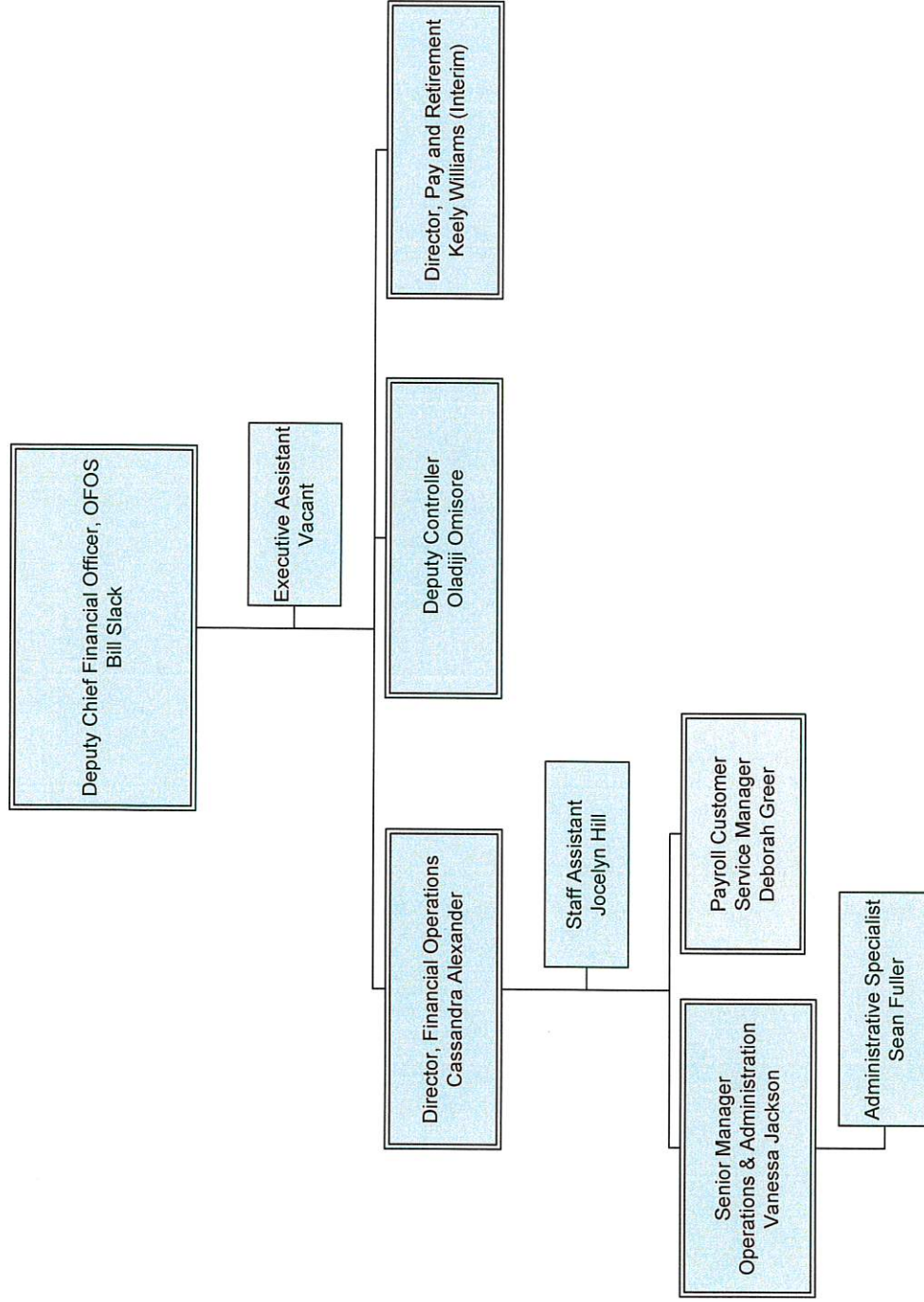
OFFICE OF FINANCIAL OPERATIONS AND SYSTEMS

The Office of Financial Operations and Systems (OFOS) is an “oversight agency” that is staffed with individuals who are knowledgeable in interpreting and applying generally accepted accounting principles. In its oversight capacity, OFOS manages the District’s overall accounting operations, fulfilling critical functions such as general ledger maintenance, accounting for business events, financial reporting, payroll processing and certain retirement-related services.

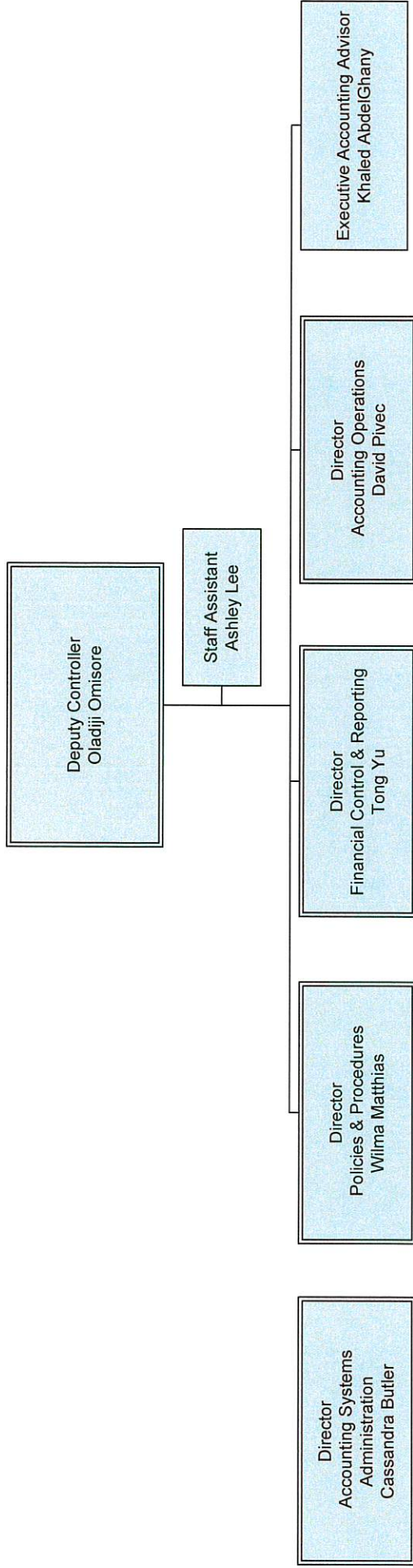
OFOS has two primary functions:

- Maintaining the District’s general ledger, culminating with the production of the District’s Comprehensive Annual Financial Report at the close of each fiscal year; and
- Administering the District’s payroll and retirement systems.

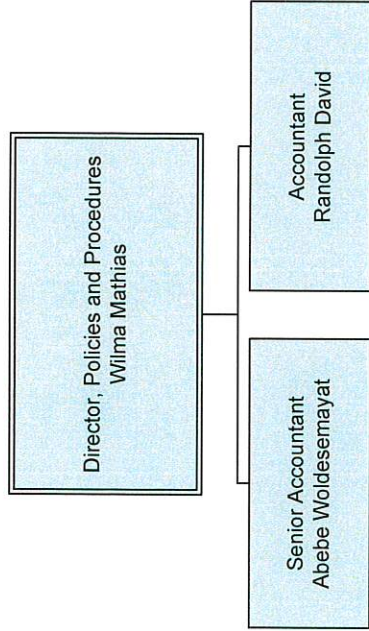
OCFO - Office of Financial Operations and Systems (OFOS)



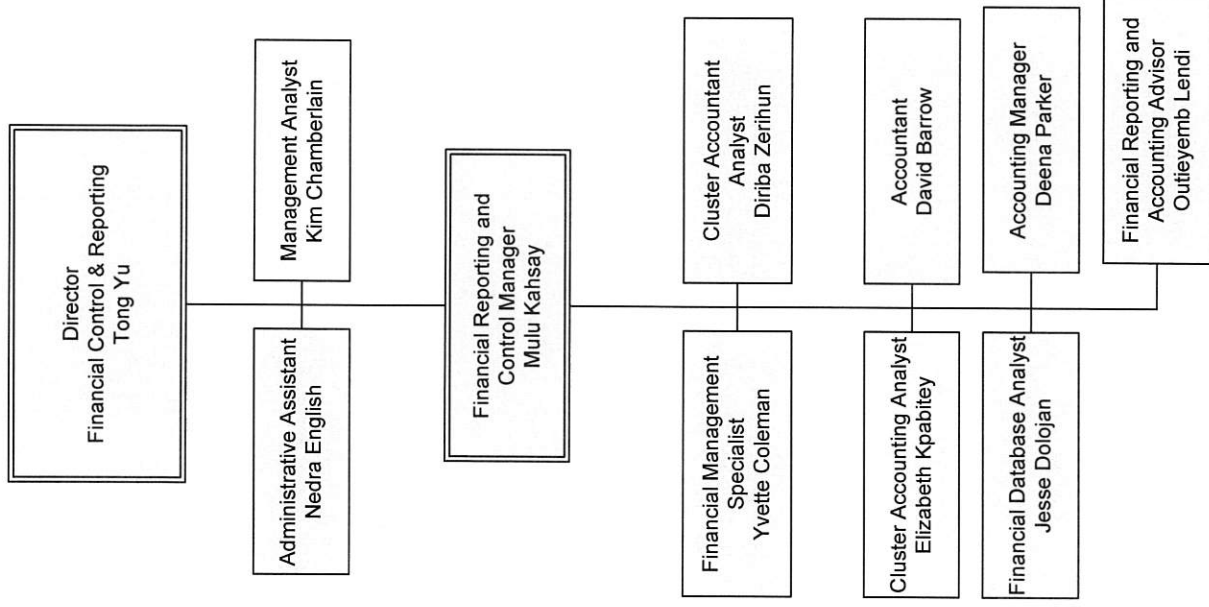
OCFO - Office of Financial Operations and Systems (OFOS) - Deputy Controller



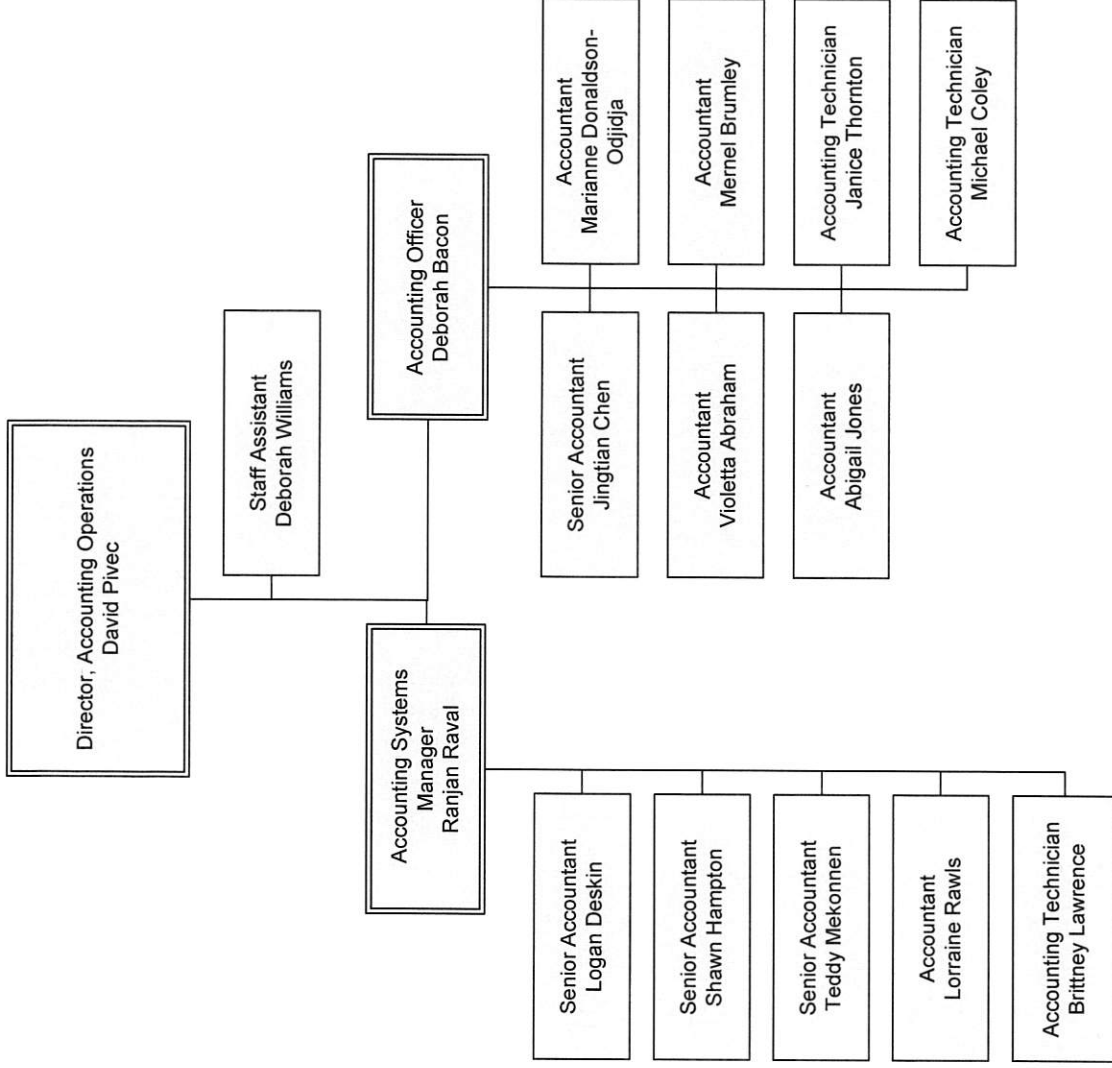
OCFO - Office of Financial Operations and Systems (OFOS) - Policies and Procedures



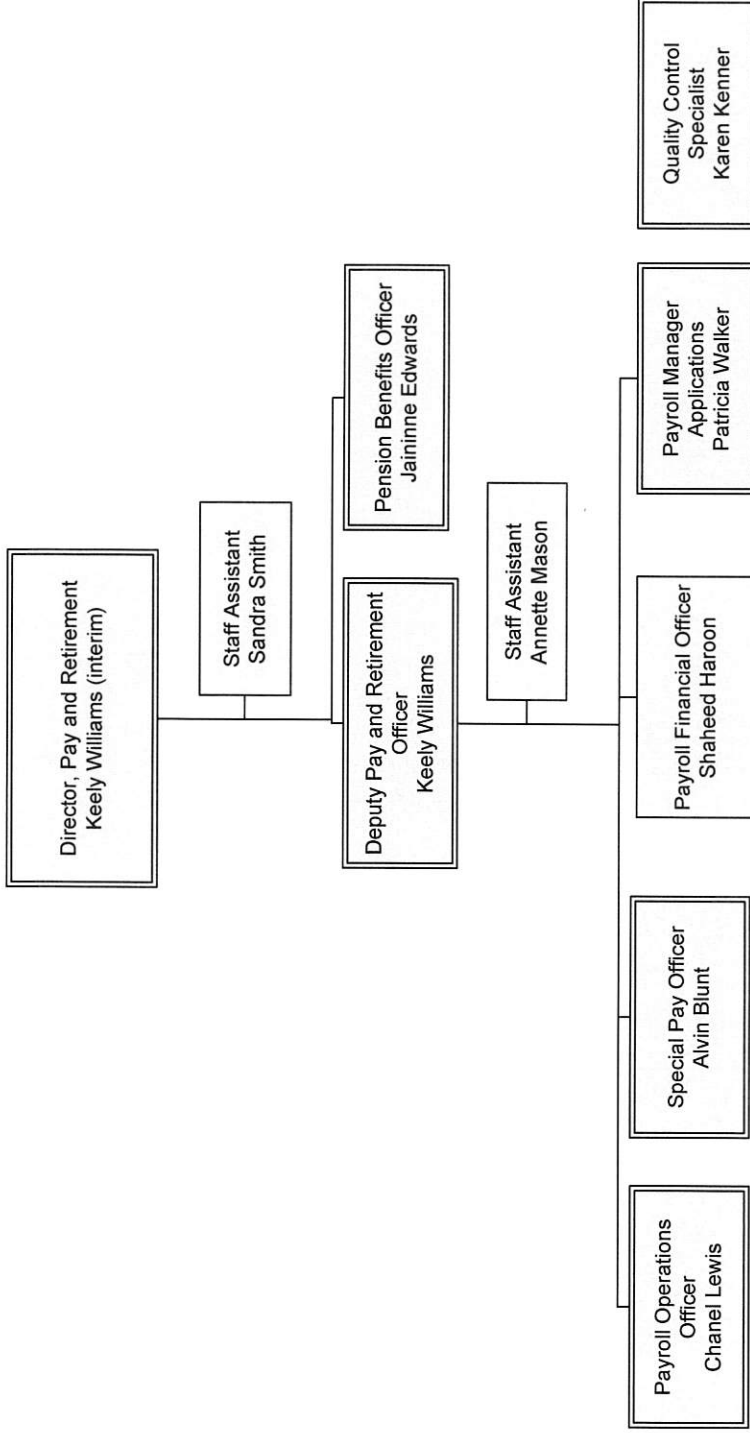
OCFO - Office of Financial Operations and Systems (OFOS) - Financial Control



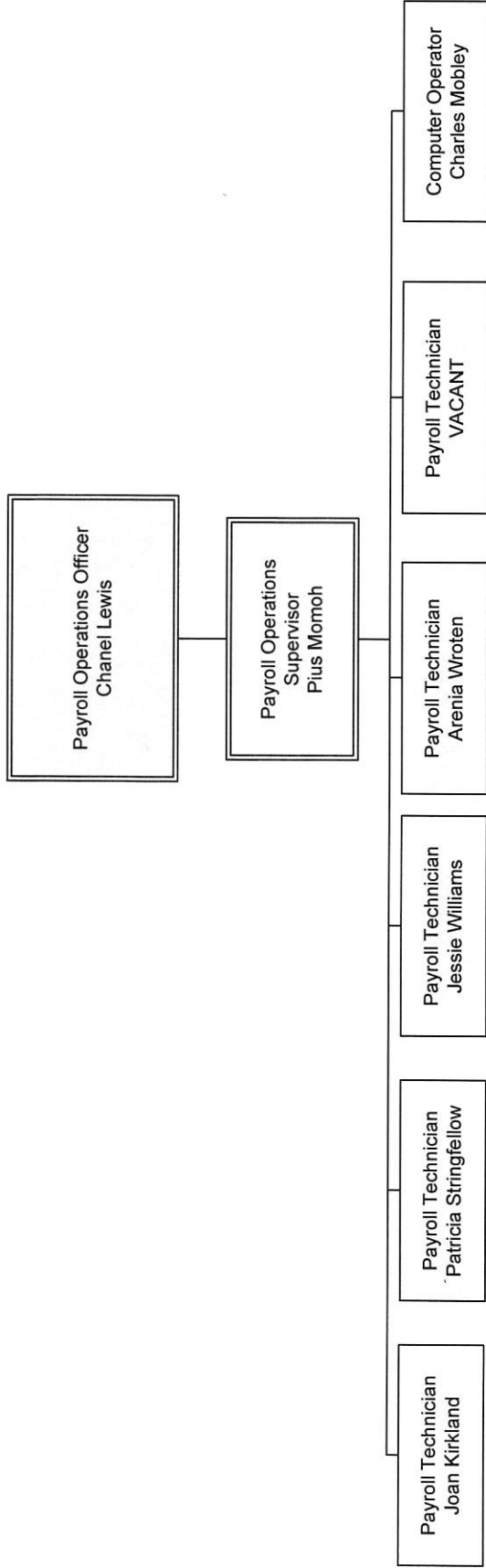
OCFO - Office of Financial Operations and Systems (OFOS) - Accounting Operations



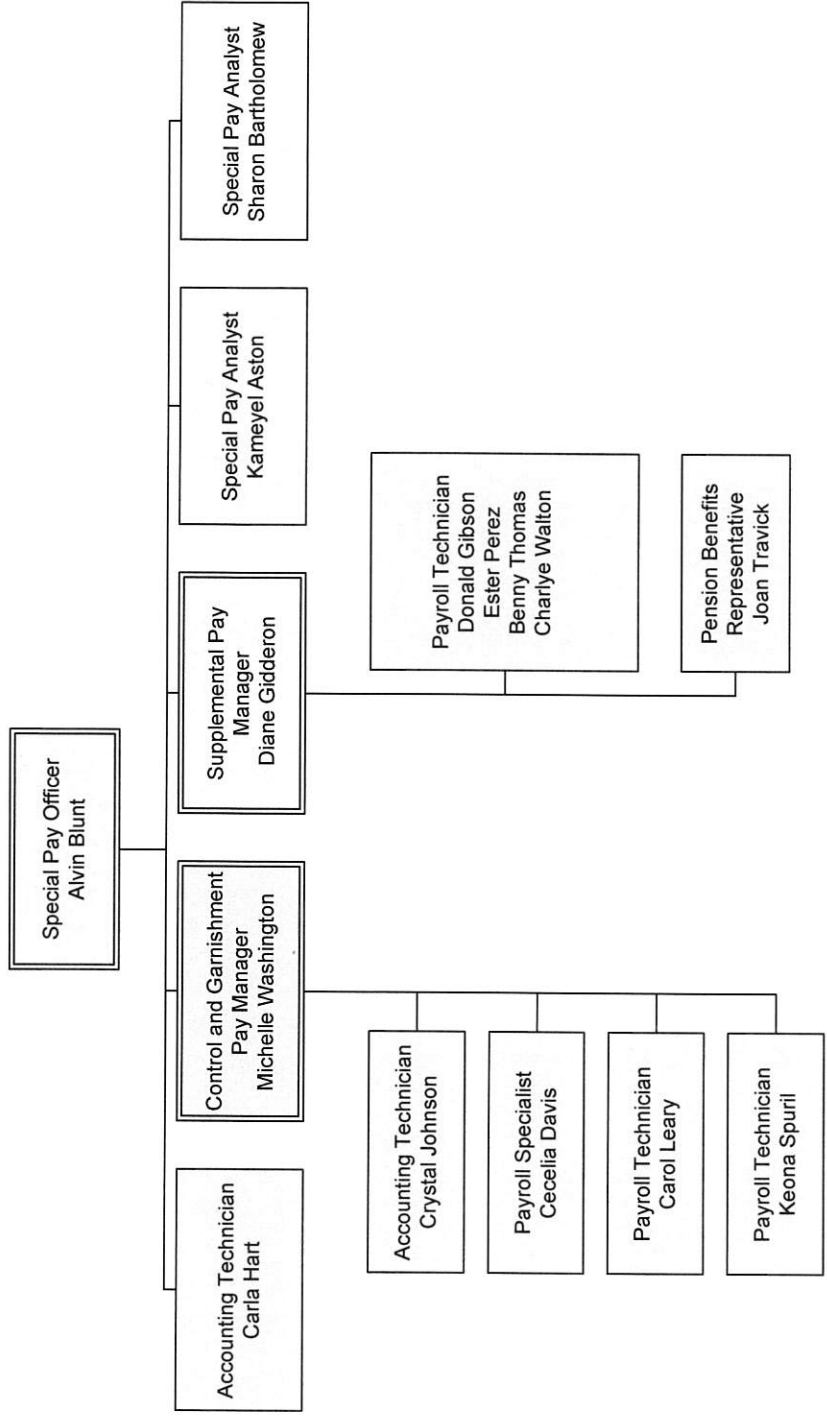
OCFO - Office of Financial Operations and Systems (OPRS)



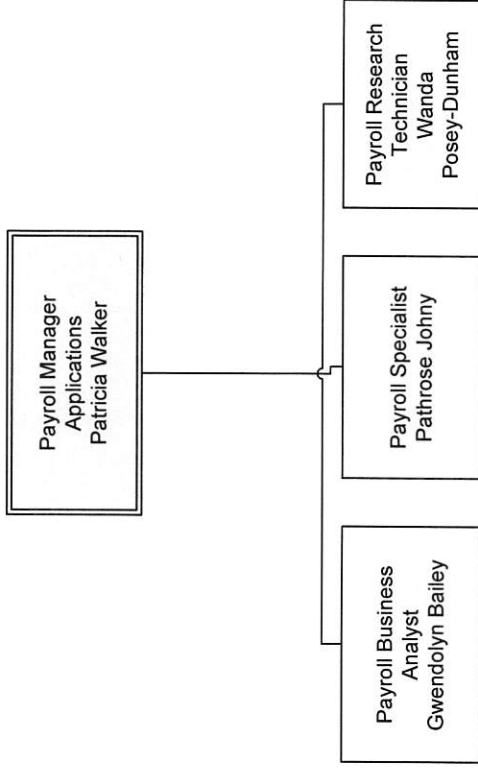
OCFO - Office of Financial Operations and Systems (OPRS) – Payroll Operations



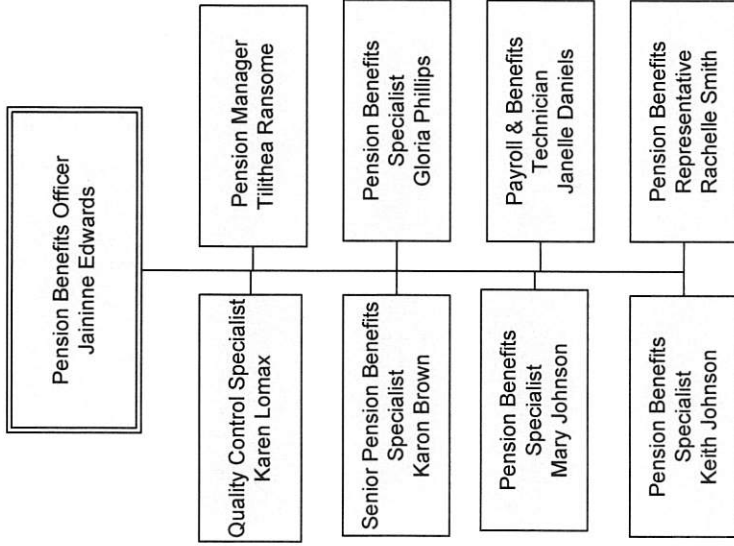
OCFO - Office of Financial Operations and Systems (OPRS) – Special Pay



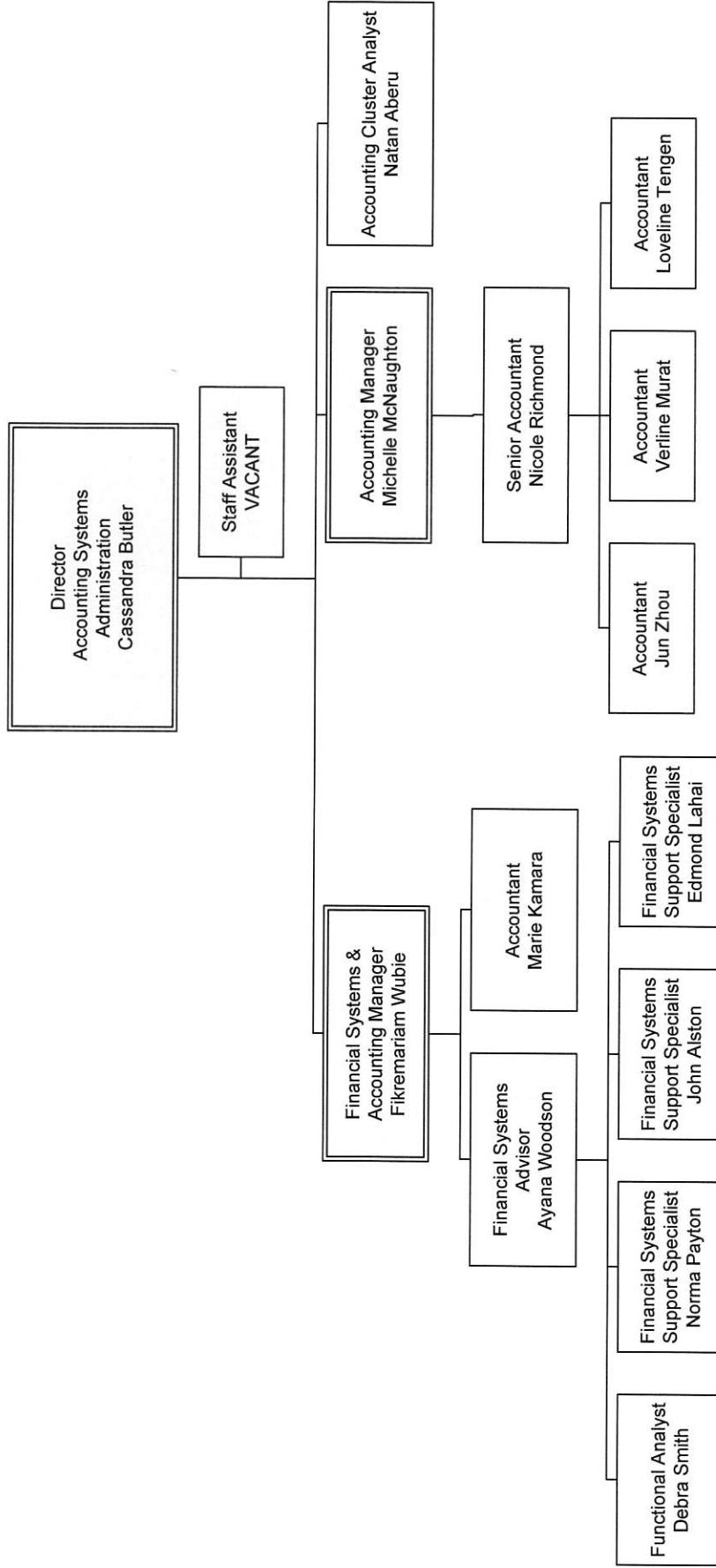
OCFO - Office of Financial Operations and Systems (OPRS) – Payroll Applications



OCFO - Office of Financial Operations and Systems (OPRS) – Pension Benefits



OCFO - Office of Financial Operations and Systems (OFOS) - Deputy Controller



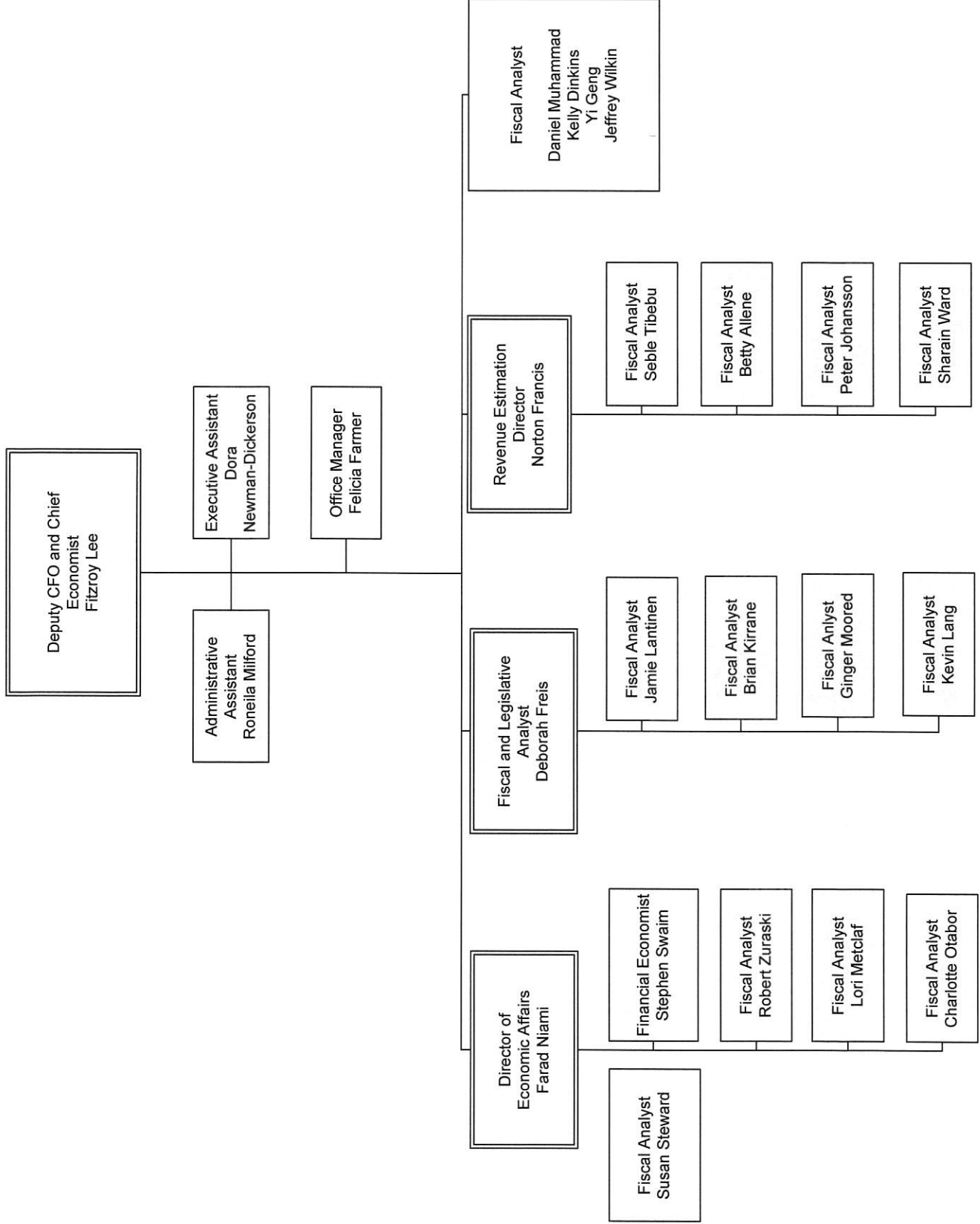
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



OFFICE OF REVENUE ANALYSIS

The Office of Revenue Analysis' (ORA) mission is to support the budget and policymaking process with forecasts, estimates, and analyses that ensure the District's financial integrity. There are 3 main functions within ORA. They are Revenue Estimation, Fiscal and Legislative Analysis & Economic Affairs.

OCFO - Office of Revenue Analysis (ORA)



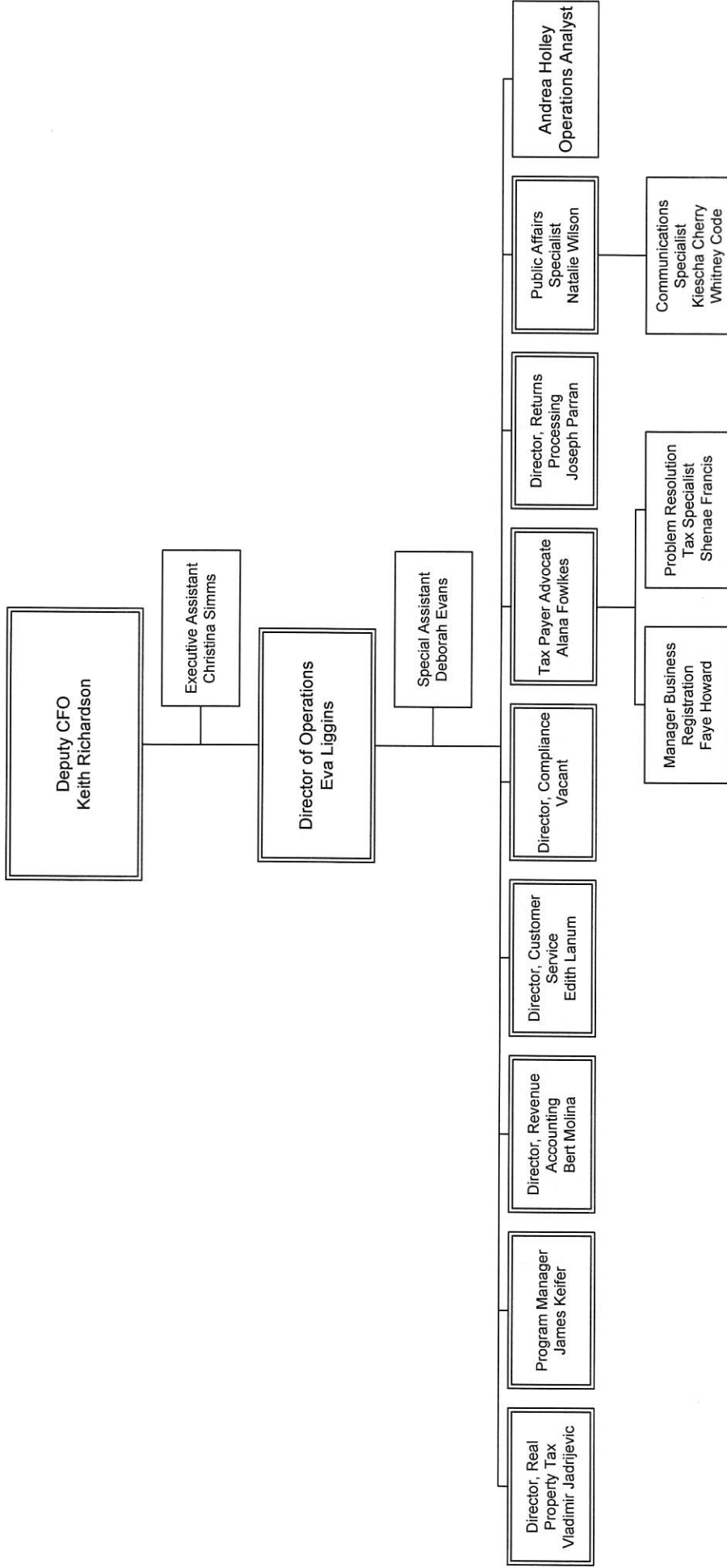
GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



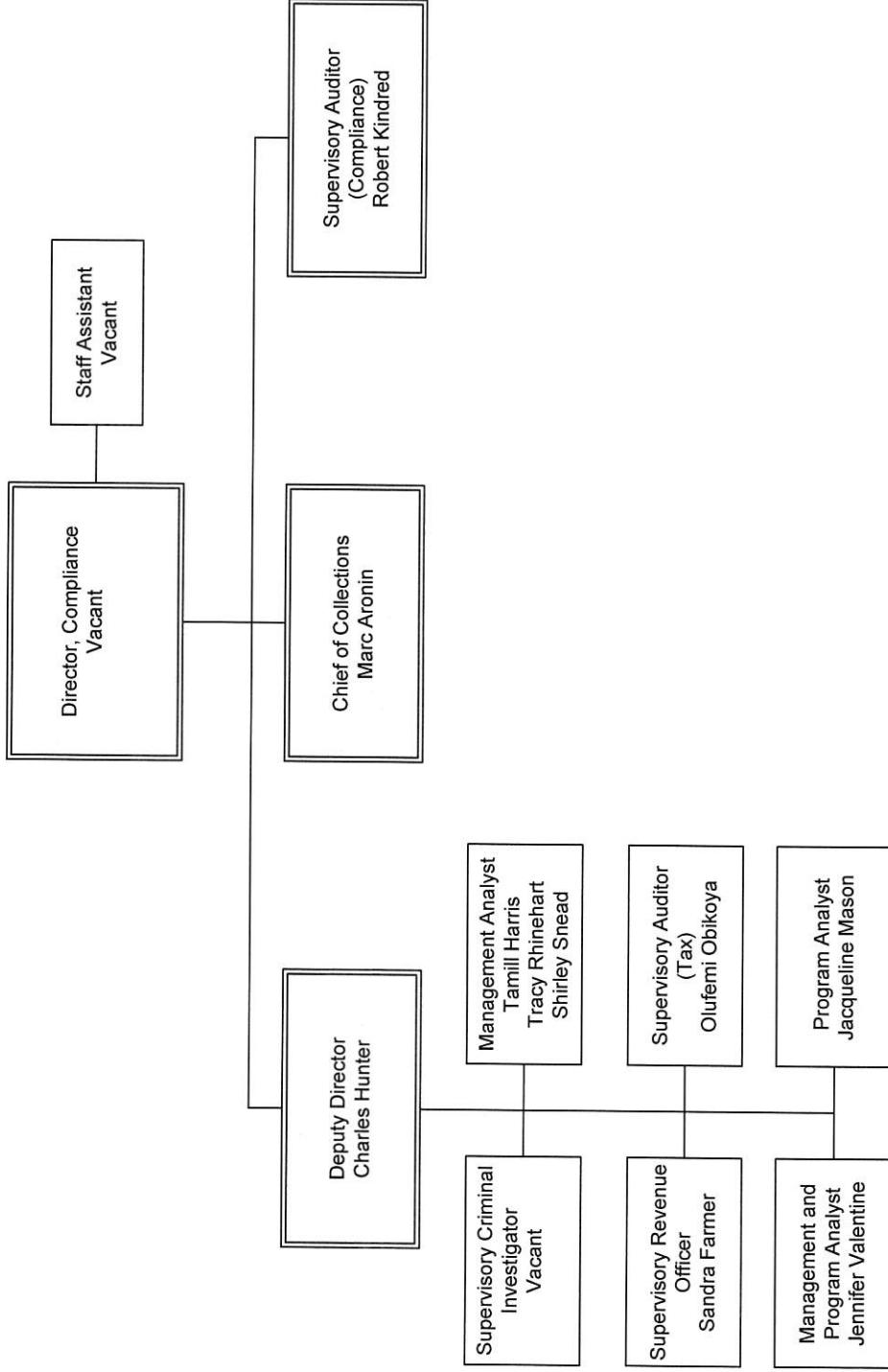
OFFICE OF TAX AND REVENUE

The role and responsibility of the Office of Tax and Revenue is to administer and enforce the District's tax laws, collecting revenue for the city, and record deeds and other written instruments affecting a right, title, or interest in real or personal property.

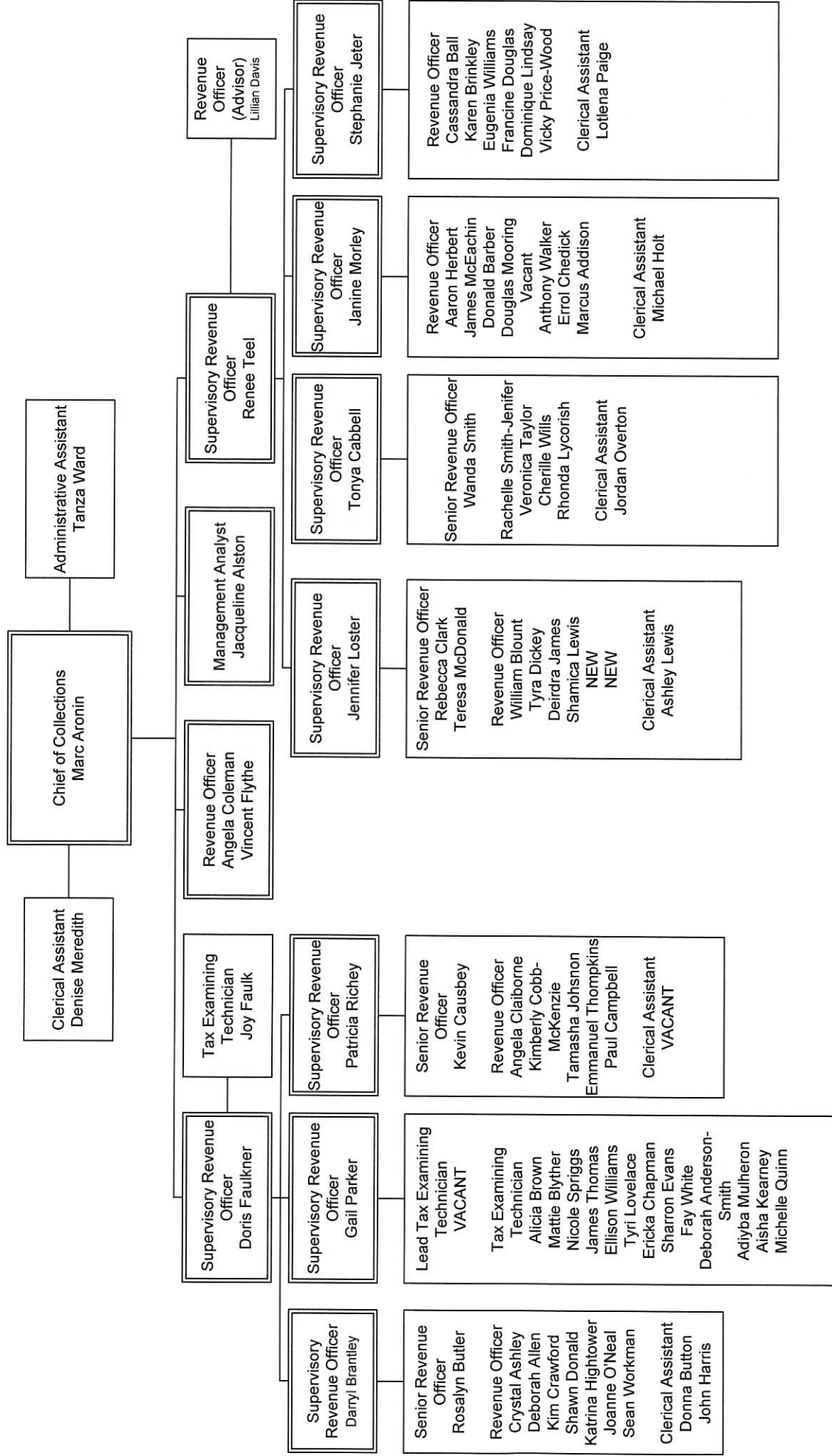
Office of Tax and Revenue (OTR) – Deputy Chief Financial Officer (DCFO)



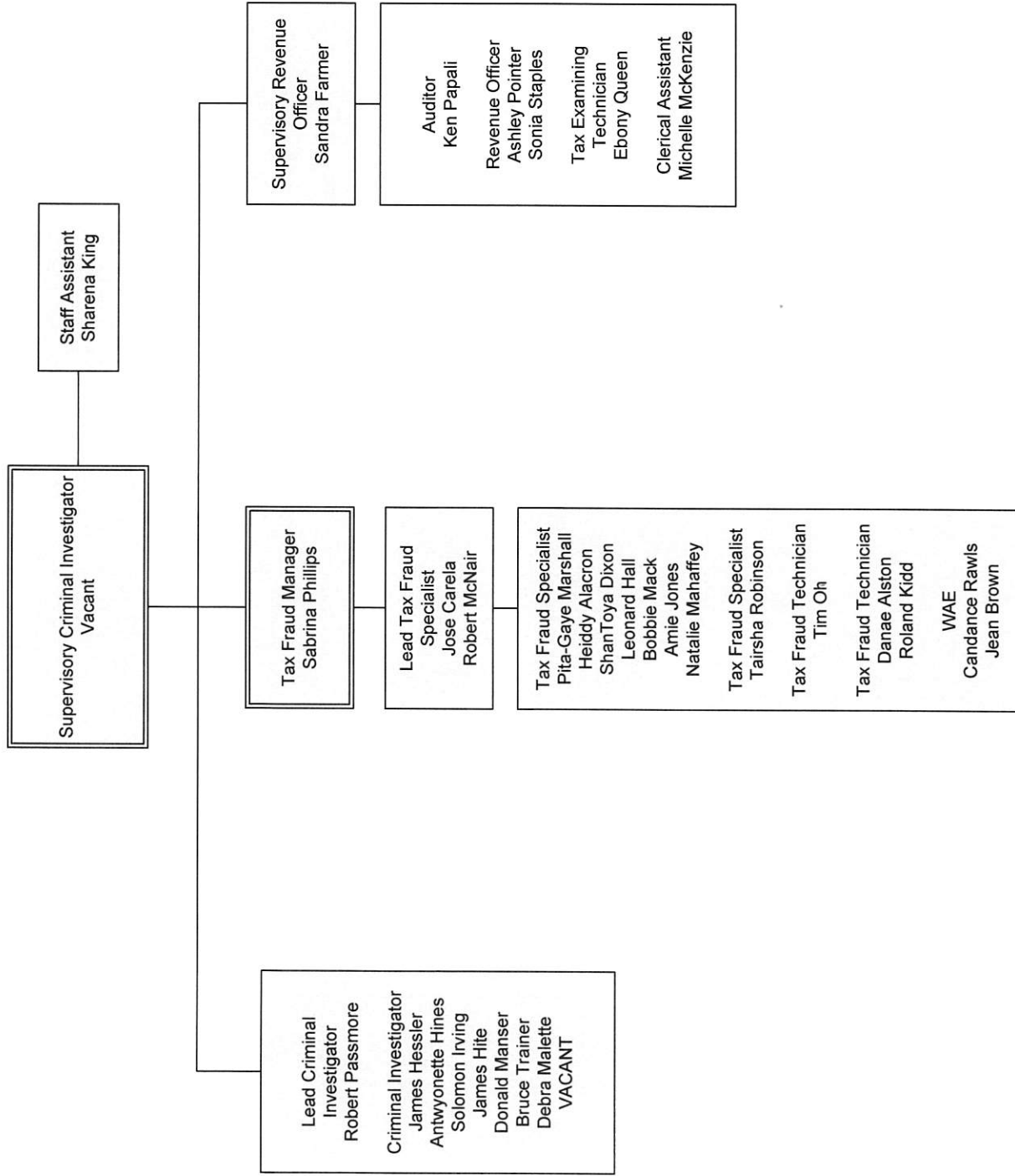
Office of Tax and Revenue (OTR) – Compliance Administration (CO)



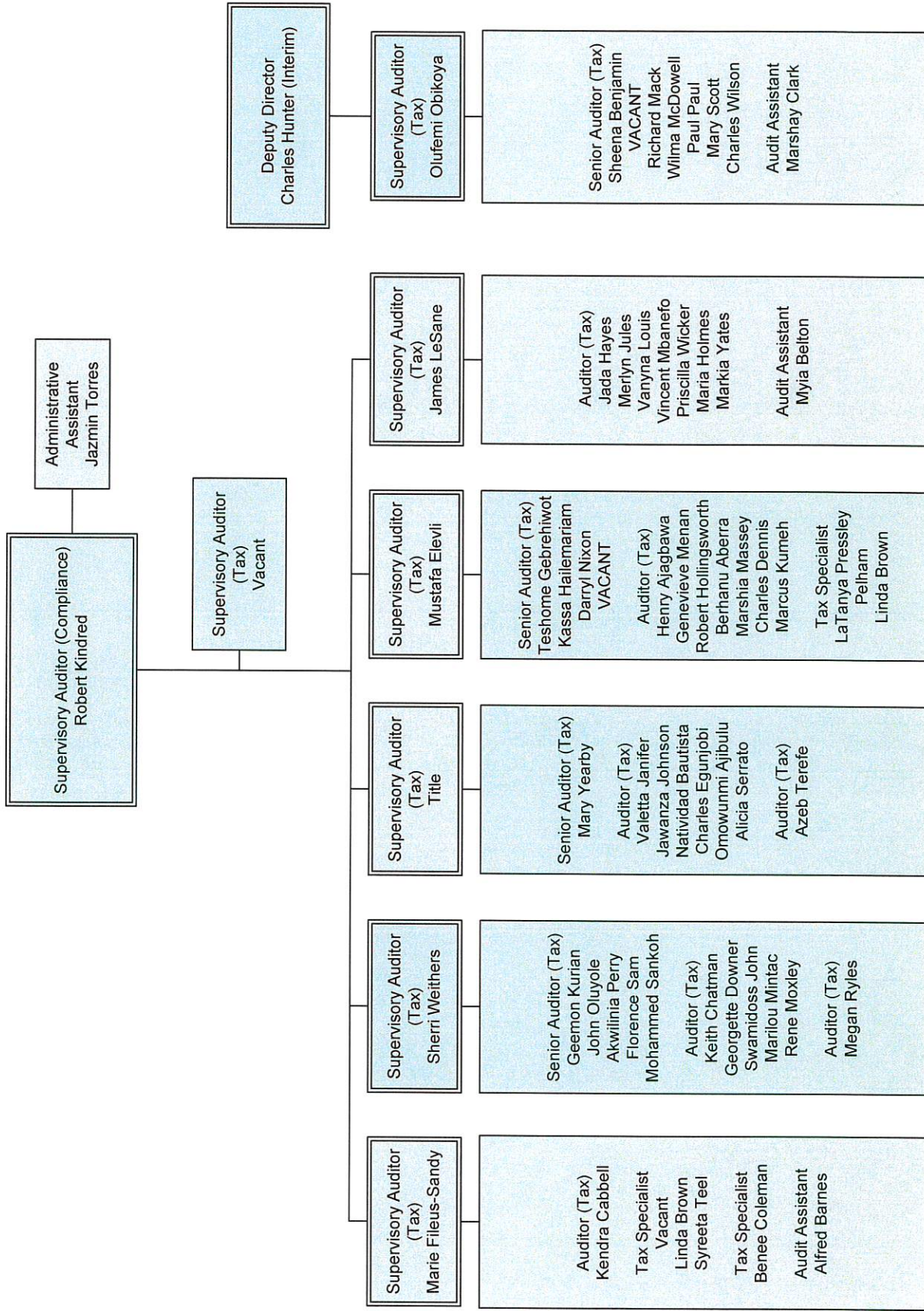
Office of Tax and Revenue (OTR) – Compliance Administration (CO), Collections Unit



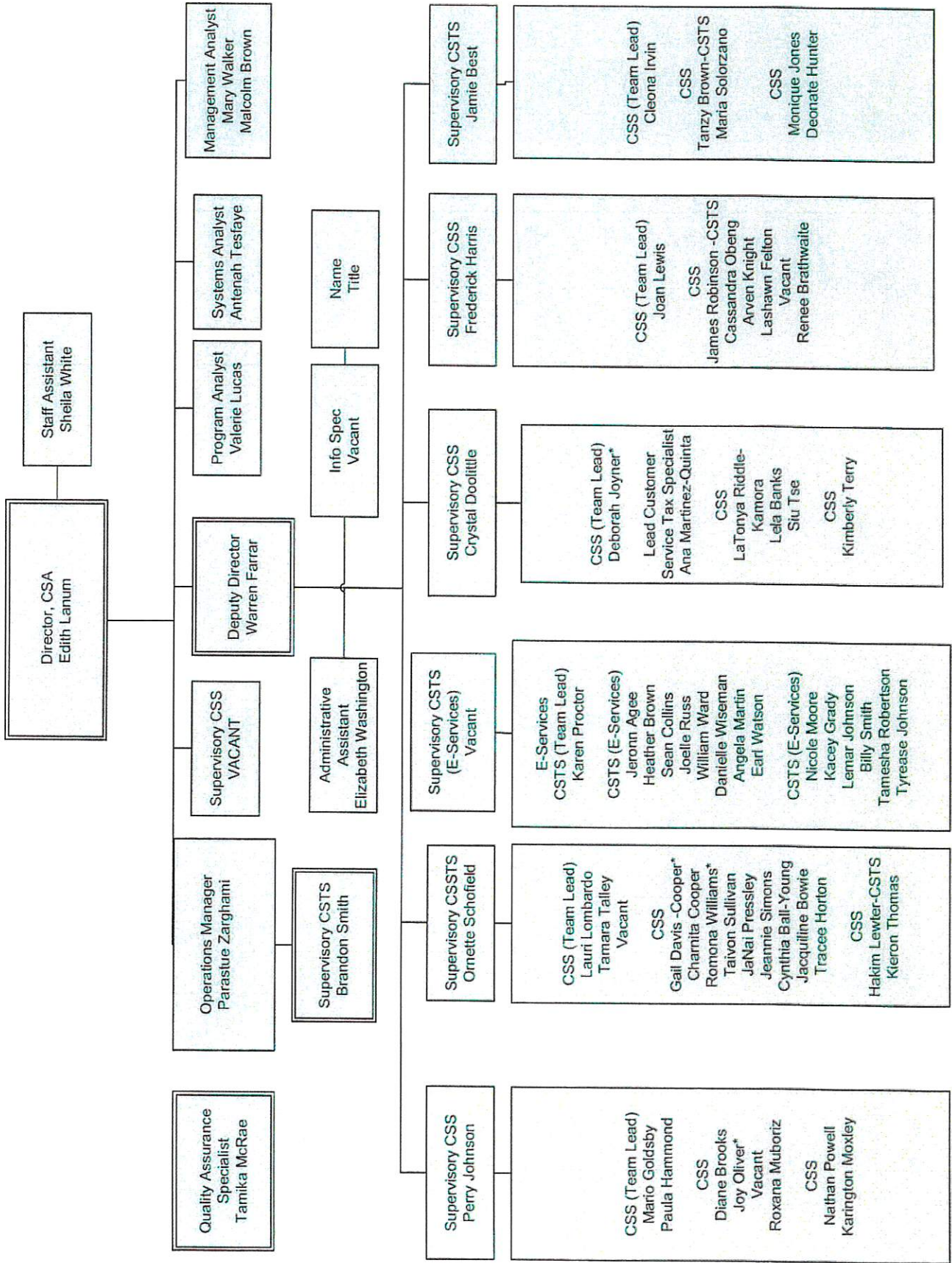
Office of Tax and Revenue (OTR) – Compliance Administration (CO), Criminal Investigator Unit



Office of Tax and Revenue (OTR) – Compliance Administration (CO), Audit Unit

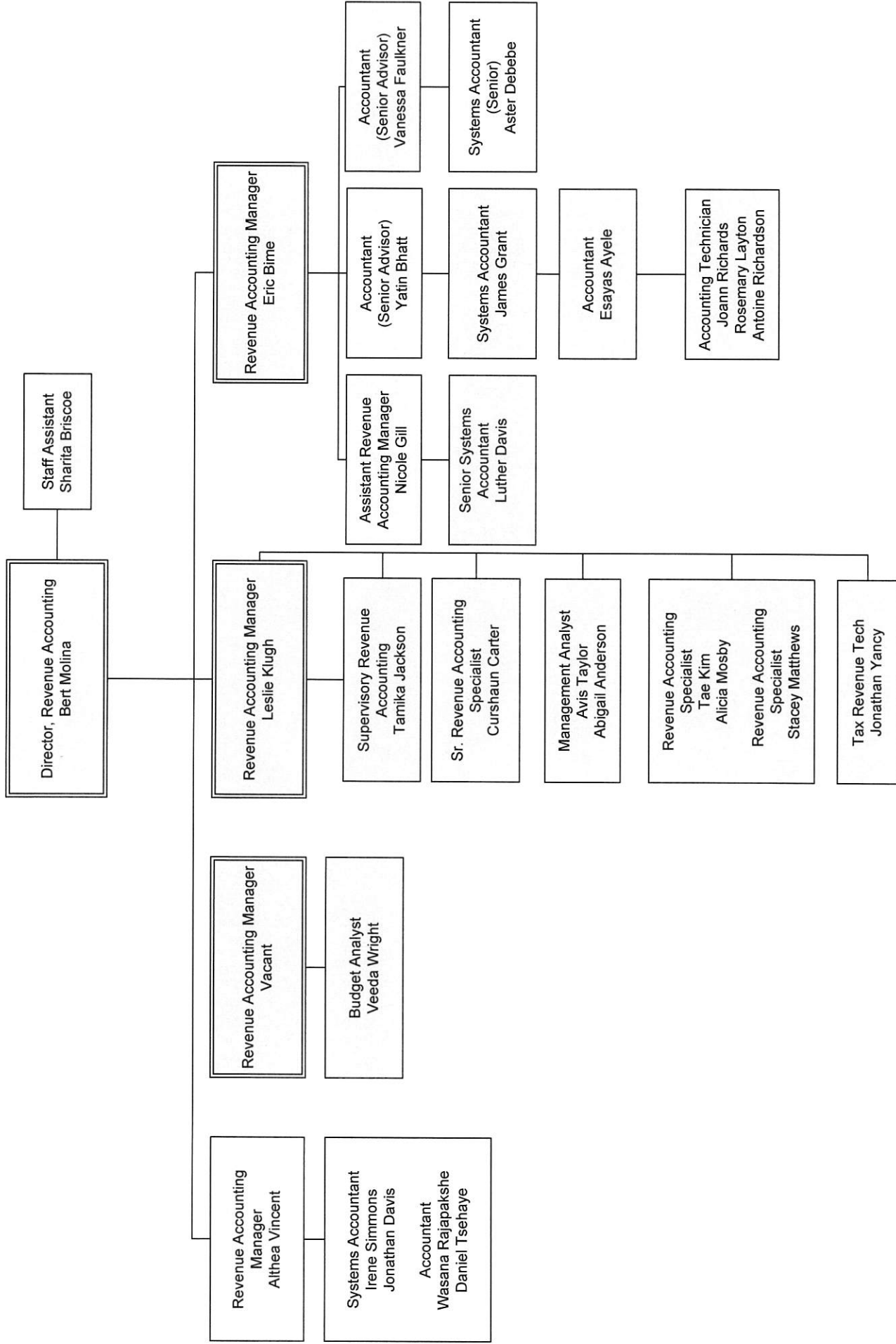


Office of Tax and Revenue (OTR) – Customer Service Administration (CSA)

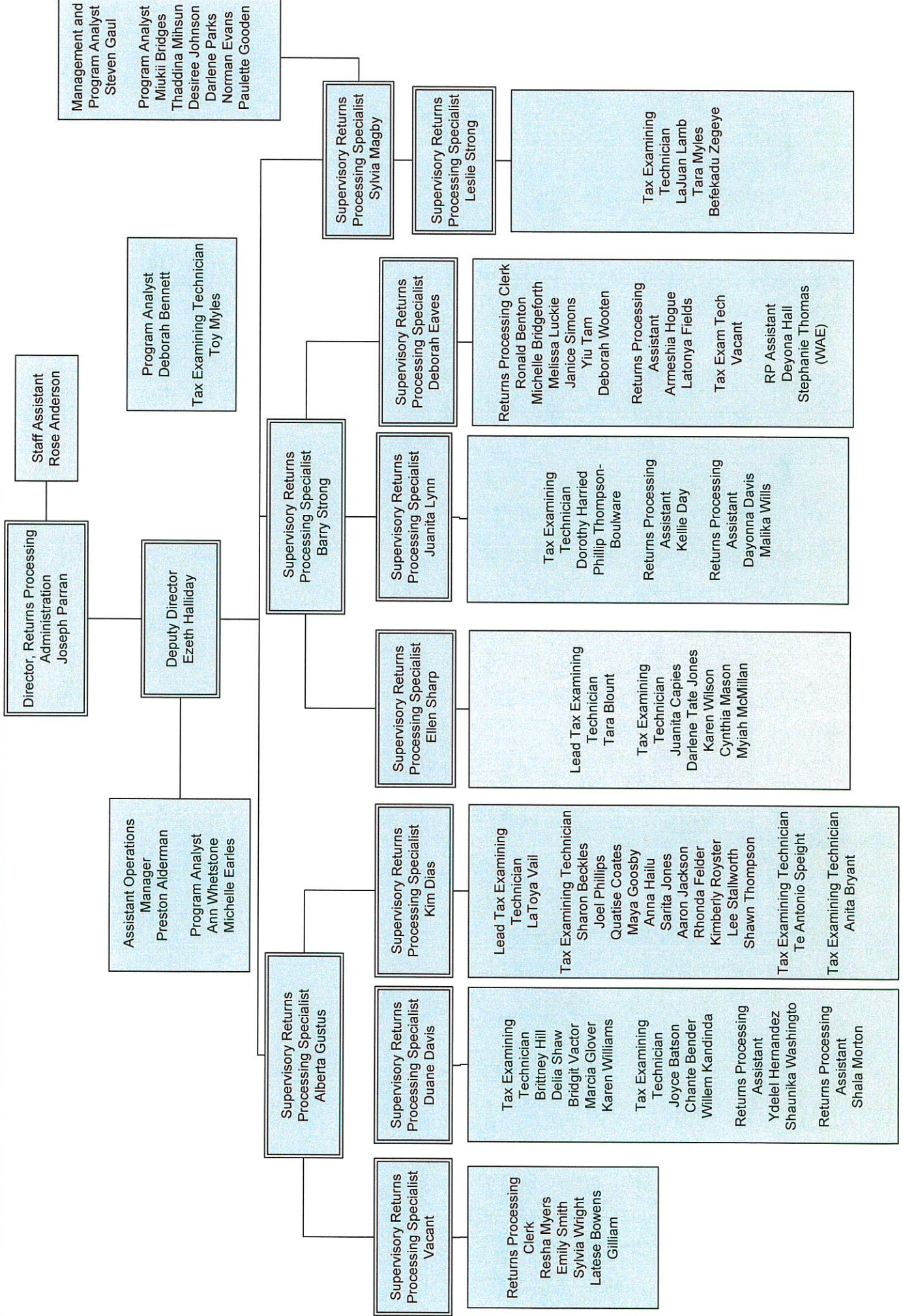


- WAE's
Phyllis Wright
Vacant
Carlos Simms
Ruthie Jones
Dellannee
Hutchinson
Candice Rawlis
Jean Brown/
Damien
Williams
RaShawnda
Lightfoot
Jasmine
Williams
Ashley Grant
Vacant
Vacant
Vacant
Tawana
Schooler/
Michelle
Smith
Vacant
Kimberly
Rising
Vacant

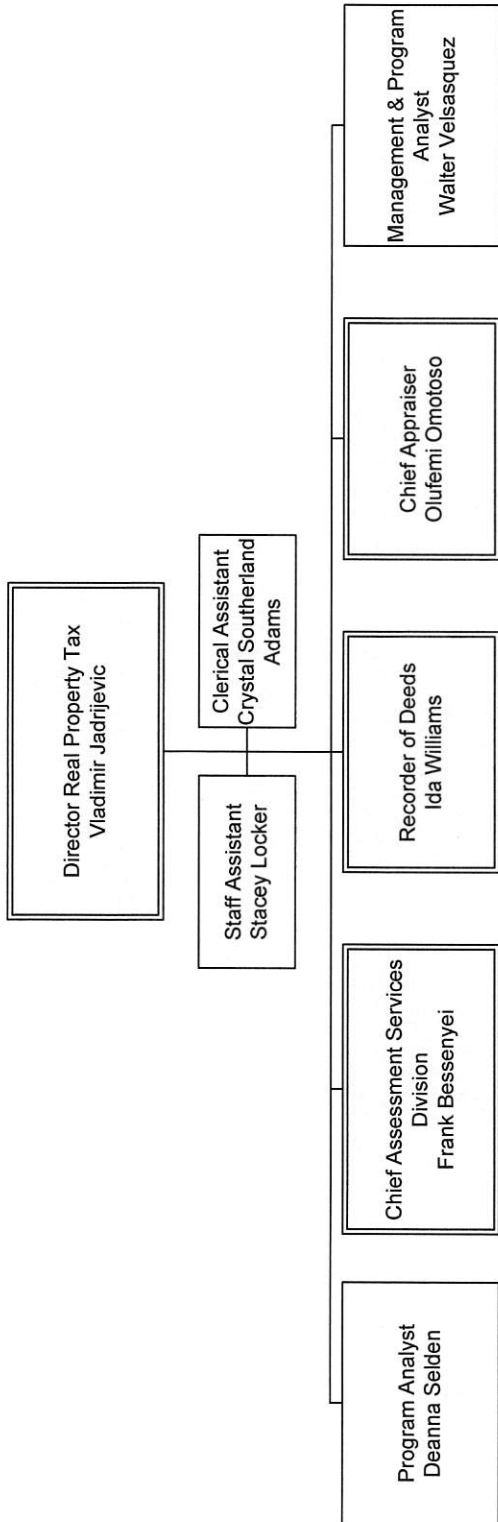
Office of Tax and Revenue (OTR) – Revenue Accounting Administration (RAA)



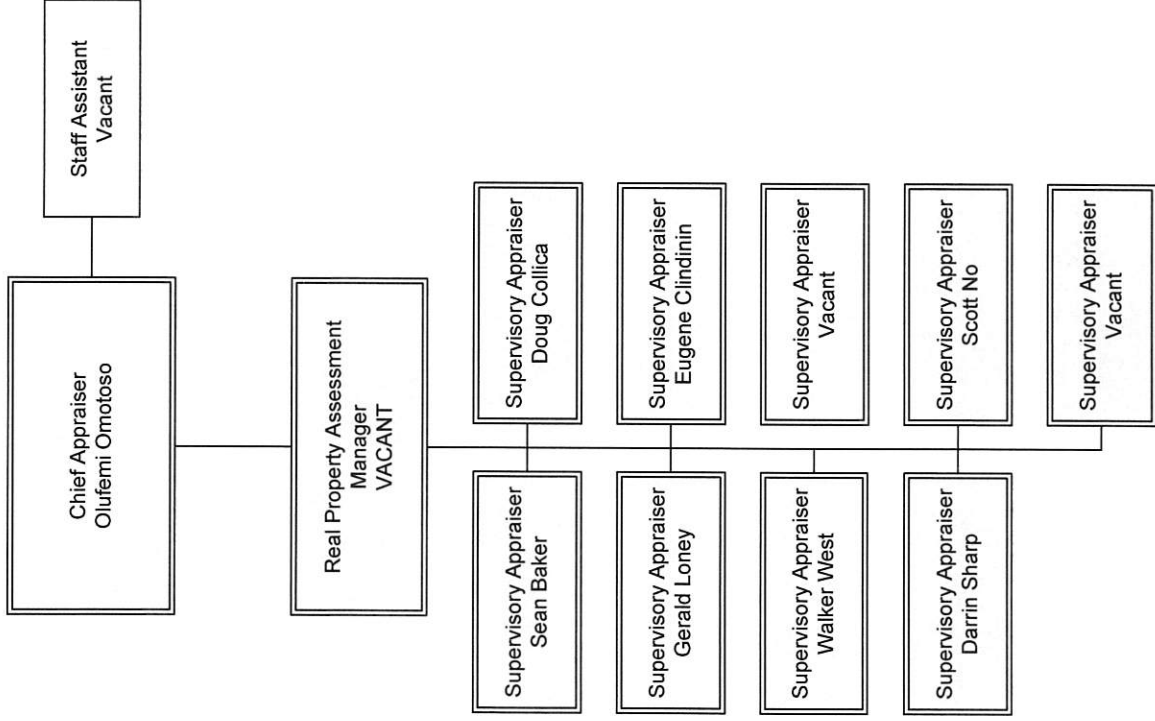
Office of Tax and Revenue (OTR)- Returns Processing Administration (RPA)



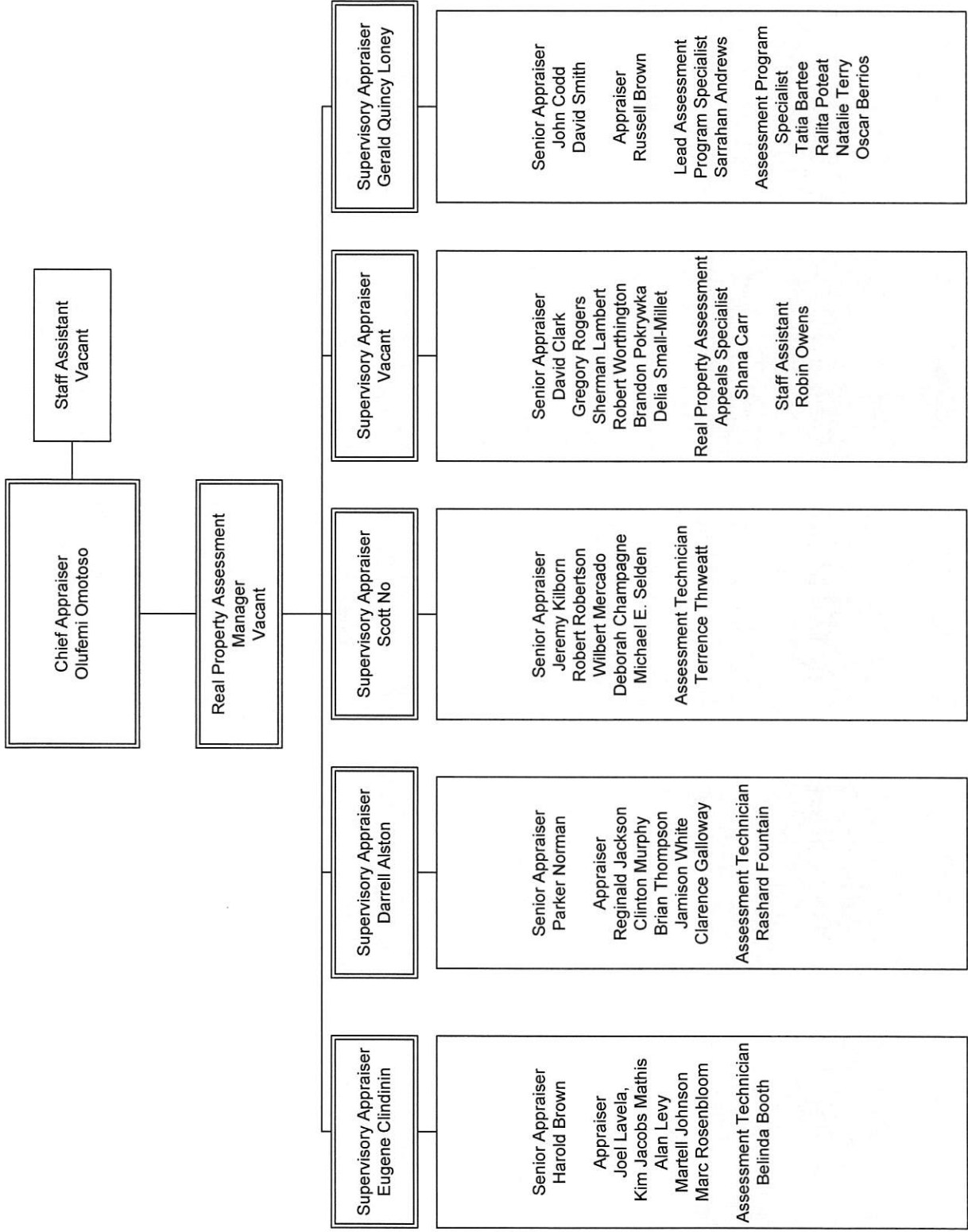
Office of Tax and Revenue (OTR) – Real Property Tax Administration (RPTA)



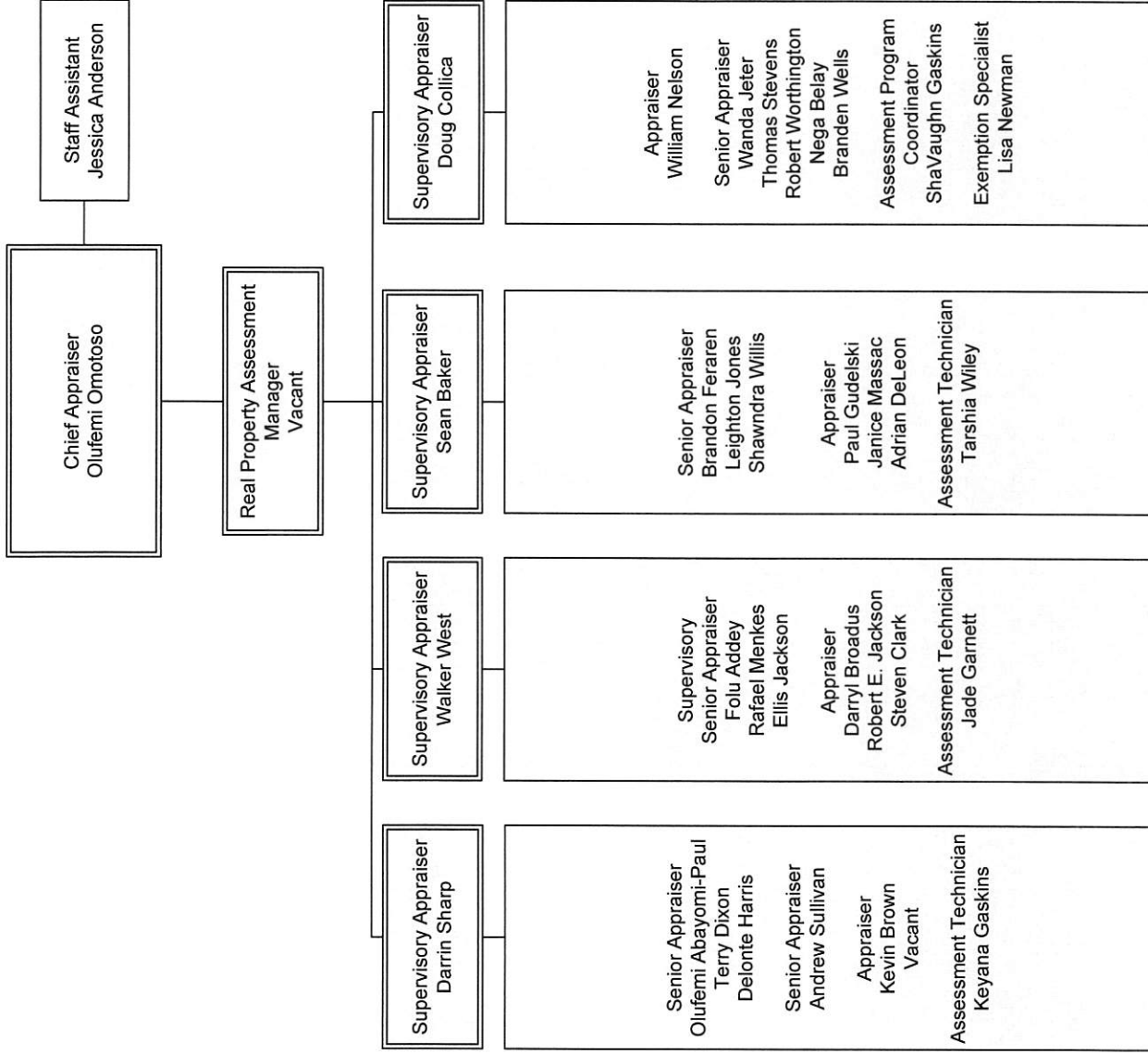
Office of Tax and Revenue-RPTA/Assessment Division



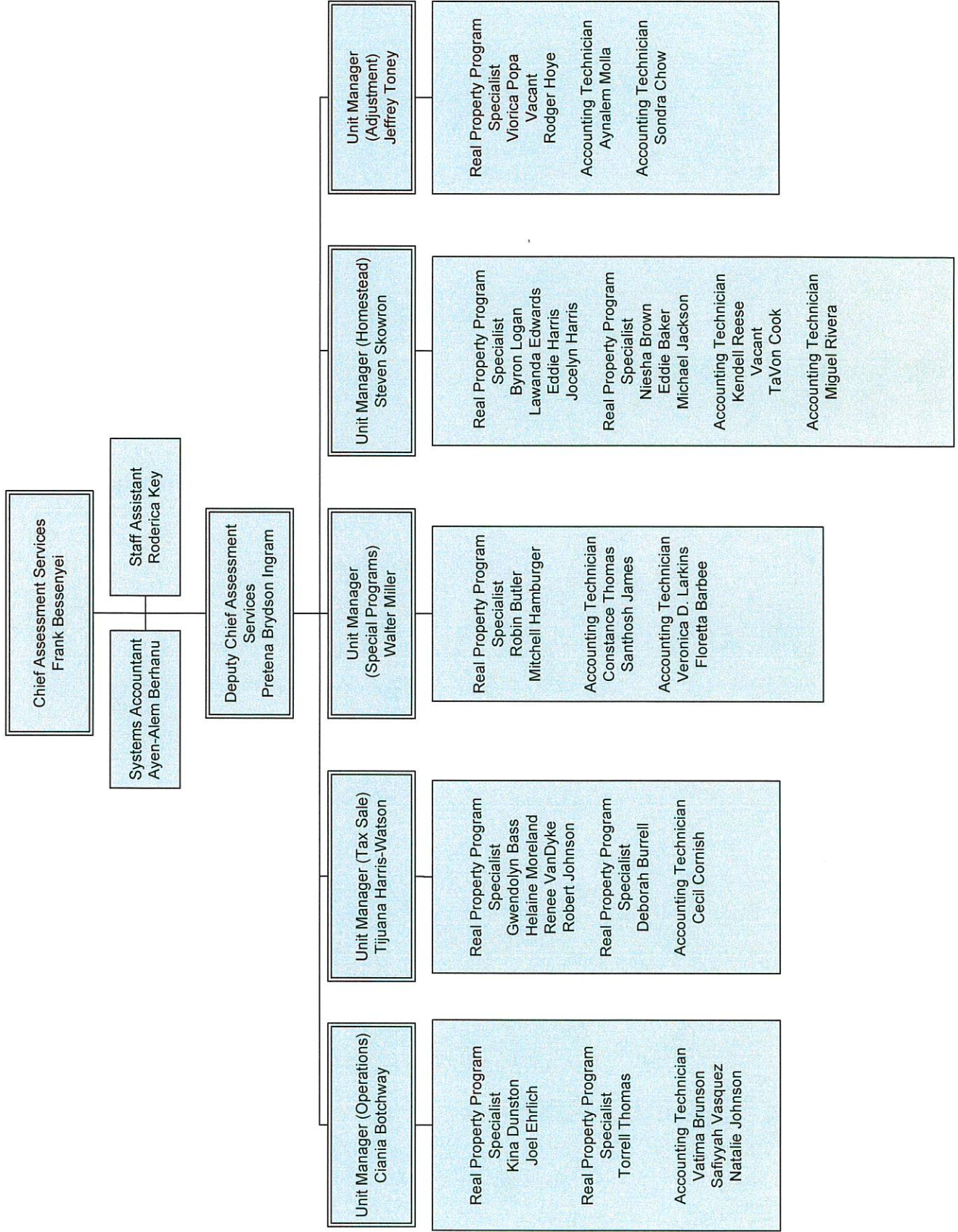
Office of Tax and Revenue-RPTA/Assessment Division



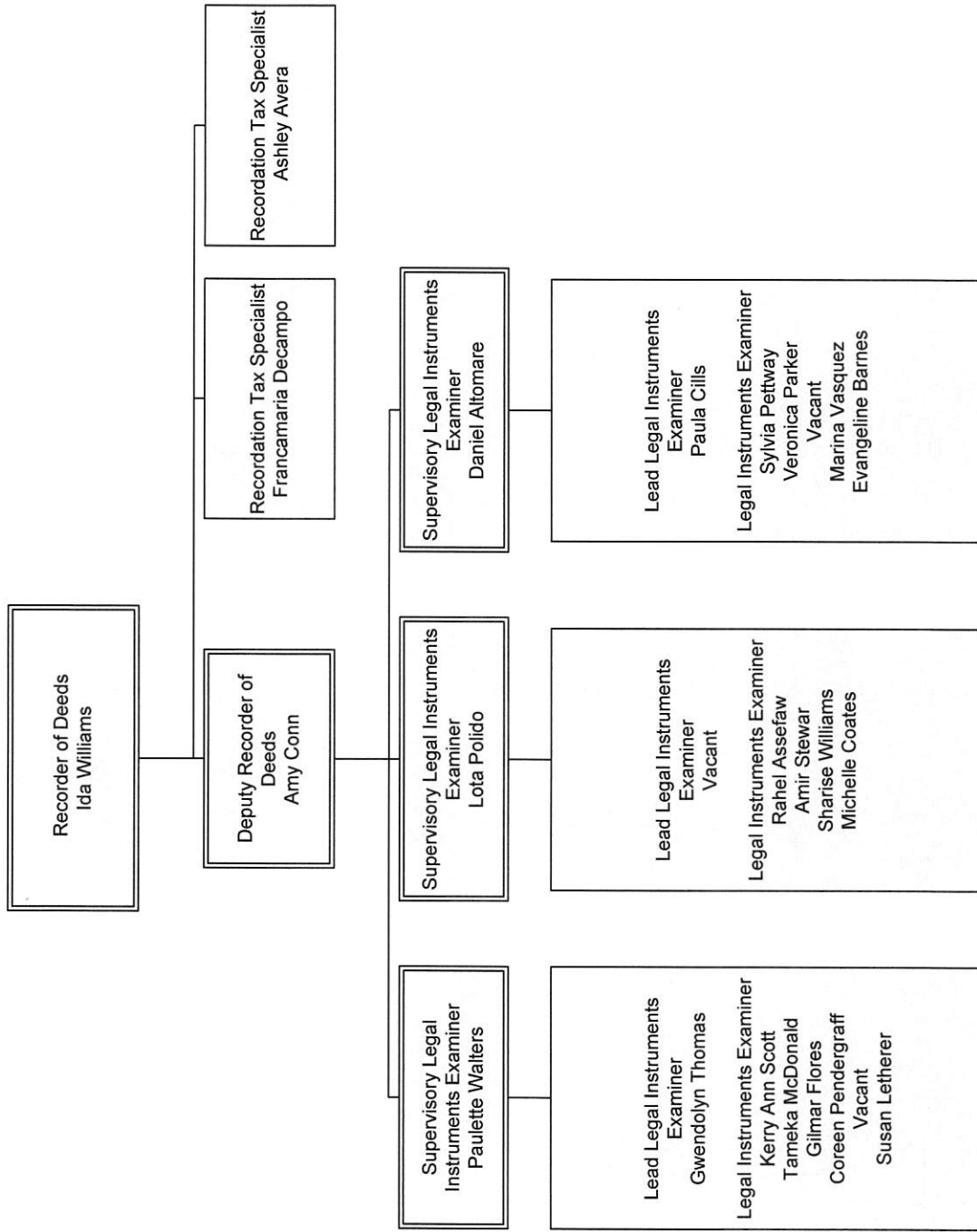
Office of Tax and Revenue-RPTA/Assessment Division



Office of Tax and Revenue (OTR)- RPTA/ Assessment Services Division



Office of Tax and Revenue-RPTA/Recorder of Deeds



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Attachment 1B

| Posn Nbr | Title | Name | Hire Date | FTE x Dist % | Vac Stat | Grade | Step | Salary | Reg/Temp/ Term | Program | Department Name | PCA | Fund Code |
|----------|--------------------------------|--------------------------|------------|--------------|----------|-------|------|---------|----------------|---------|--------------------------------|-------|-----------|
| 00077046 | Senior Appraiser | Abayomi-Paul,Olufemi | 8/1/2011 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00000222 | Executive Accounting Advisor (| Abdel Ghany,Khaled M | 10/16/2006 | 1 | F | 15 | 5 | 148,496 | Reg | 2000 | Fin Operations & Sys | 20301 | 0100 |
| 00009948 | SENIOR ACCOUNTANT | Abdo,Mohammed S | 6/29/2015 | 1 | F | 13 | 6 | 110,063 | Term | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00028099 | Auditor (Tax) | Aberra,Berhanu | 4/3/2005 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00023716 | Tax Examining Technician | Abney,Ersula C | 10/20/2014 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00001767 | ACCOUNTANT | Abraham,Violetta L | 3/16/1998 | 1 | F | 14 | 6 | 130,072 | Reg | 2000 | Fin Operations & Sys | 20301 | 0100 |
| 00096958 | Management & Program Analyst - | Abubakar,Rashida | 8/19/2019 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00083497 | Customer Service Representativ | Adamu,Roza | 8/8/2016 | 1 | F | 7 | 5 | 52,073 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00037377 | Supervisory Appraiser | Addey,Folu | 10/1/2007 | 1 | F | 14 | 3 | 119,295 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00016523 | REVENUE OFFICER | Addison,Marcus | 9/24/2000 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00026202 | Budget Administration Analyst | Agbebakun,Joshua F | 3/6/2006 | 1 | F | 14 | 10 | 144,441 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00091427 | Customer Service Tax Specialis | Agee,Jeronn M | 10/17/2016 | 1 | F | 9 | 9 | 69,342 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00094855 | Lead Collections Representativ | Ahmad,Khalida | 11/25/2019 | 1 | F | 10 | 1 | 60,584 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00044035 | Auditor (Tax) | Ajagbawa,Henry | 11/13/2007 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028187 | Auditor (Tax) | Ajibulu,Omowunmi Aderoju | 7/1/2013 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00021596 | HR Business Partner | Akinsika,Ajoke | 5/16/2016 | 1 | F | 13 | 8 | 116,146 | Reg | 1000 | Office of Human Resources | 10602 | 0100 |
| 00039371 | Budget Controller | Akorji,Alex Chinedu | 10/19/2015 | 1 | F | 14 | 1 | 112,110 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00016000 | Information Technology Special | Akula,Rajesh | 2/16/2010 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00040317 | Tax Fraud Specialist | Alarcon,Heiddy | 12/31/2012 | 1 | F | 12 | 4 | 89,997 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00096954 | Management & Program Analyst - | Alderman,Preston D | 12/14/2015 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00011701 | DIR OF FINANCIAL OPERATIONS | Alexander,Cassandra | 3/23/2002 | 1 | F | 16 | 6 | 182,363 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00018104 | EXECUTIVE ASST | Alford,Renee J | 2/19/1991 | 1 | F | 13 | 9 | 119,187 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00028110 | REVENUE OFFICER | Allen,Debbie Denise | 7/17/2000 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00023902 | Tax Fraud Technician | Alston,Danae Shaina | 7/14/2014 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00005189 | Supervisory Appraiser | Alston,Darrell J | 11/4/1985 | 1 | F | 14 | 8 | 137,256 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00026349 | MANAGEMENT ANALYST | Alston,Jacqueline | 11/18/1985 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00020700 | Financial Systems Specialist | Alston,John | 10/12/1999 | 1 | F | 12 | 5 | 92,554 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00017035 | Supervisory Legal Instruments | Altomare,Daniel John | 4/20/2015 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00018928 | Information Technology Special | Ames,Timothy J | 3/27/2000 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00033955 | MANAGEMENT ANALYST | Anderson,Abigail | 1/23/2006 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00037383 | AUDITOR | Anderson,Richelle | 10/16/2017 | 1 | F | 12 | 9 | 102,775 | Reg | 8000 | Integrity & Oversight | 80101 | 0619 |
| 00024801 | Staff Assistant | Anderson,Rose | 3/16/1998 | 1 | F | 11 | 7 | 79,373 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00018370 | Tax Examining Technician | Anderson-Smith,Deborah | 10/17/2005 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00017723 | Lead Assessment Program Specia | Andrews,Sarrahan E | 6/6/1988 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00084762 | Accounting Technician | Aqeel,Maryam | 10/28/2019 | 1 | F | 7 | 1 | 45,718 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00028071 | Chief, Collections Division | Aronin,Marc | 6/3/2013 | 1 | F | 15 | 6 | 152,705 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021376 | REVENUE OFFICER | Ashley,Crystal W | 6/6/1999 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00003710 | Special Pay Analyst | Ashton,Kameyel | 8/17/1998 | 1 | F | 11 | 7 | 79,370 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00007923 | Recordation Tax Specialist | Assefaw,Rahel Lili | 6/29/2015 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00019960 | Information Technology Special | Austin,Michael | 6/12/2006 | 1 | F | 12 | 10 | 105,339 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00015838 | Recordation Tax Specialist | Avera,Ashley | 3/12/2012 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00077045 | ACCOUNTANT | Ayele,Esayas Redde | 4/4/2016 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |

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Attachment 1B

| | | | | | | | | | | | | | |
|----------|--------------------------------|---------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00098116 | SUPV INFO TECH SPEC | Ayyagari,Narayana Rao | 1/5/2009 | DIFS Capital | F | 15 | 8 | 161127 | Reg | 6000 | Chief Information Officer - IT | 50000 | 0304 |
| 00003777 | IT SPEC (APPSW) | Azam,Fazlul | 8/12/2013 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00018788 | Cluster Accounting Analyst | Azene,Tamirat Worku | 7/29/2013 | 1 | F | 14 | 5 | 126,479 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00010828 | ACCOUNTING OFFICER | Bacon,Debra L | 3/21/1982 | 1 | F | 15 | 9 | 165,336 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00016882 | Customer Service Representativ | Bakare,Tawakalitu O | 3/16/1998 | 1 | F | 8 | 10 | 64,606 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00008535 | Real Property Program Speciali | Baker,Eddie | 7/24/2017 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50209 | 0100 |
| 00020411 | Supervisory Appraiser | Baker,Sean D | 9/28/2009 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00028151 | REVENUE OFFICER | Ball,Cassandra A | 1/20/1998 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00017020 | CUSTOMER SERVICE SPEC | Ball,Cynthia M | 3/25/1991 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00009330 | CUSTOMER SERVICE SPEC | Banks,Lela H | 12/4/1989 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00024732 | AUDITOR | Baranosky,Bernard M | 3/16/2009 | 1 | F | 13 | 8 | 116,146 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00024528 | Real Property Program Speciali | Barbee,Floretta | 7/11/2016 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0708 |
| 00010839 | Auditor (Tax) | Barber,Donald S | 9/21/2015 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00033959 | Information Technology Speciai | Barber,Terry | 8/6/2007 | 1 | F | 14 | 7 | 133,663 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00048186 | AUDIT ASSISTANT | Barnes,Alfred | 11/2/2015 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00001242 | Information Technology Special | Barnes,James K | 12/9/2019 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00003369 | EXECUTIVE DIR INTEG OVERSIGHT | Barry,Timothy Michael | 10/6/2014 | 1 | F | 17 | 7 | 200,003 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00014039 | Assessment Program Specialist | Bartee,Tatia | 8/21/2006 | 1 | F | 11 | 7 | 79,370 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00026712 | Special Pay Analyst | Bartholomew,Sharon Lee | 11/3/2014 | 1 | F | 11 | 6 | 77,232 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00020749 | Real Property Program Speciali | Bass,Gwendolyn | 12/5/1999 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00020494 | Tax Examining Technician | Batson,Joyce E | 10/19/2015 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00038774 | Information Technology Special | Baur,Stephen Michael | 2/16/2010 | 1 | F | 13 | 7 | 113,104 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00018625 | Auditor (Tax) | Bautista,Natividad | 1/14/1991 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00014521 | EXECUTIVE ASST | Beale,Mary | 3/30/1997 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Executive Office | 10318 | 0100 |
| 00022474 | Supervisory Returns Processing | Beatty,Jo Constance | 10/1/1994 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00028135 | Tax Examining Technician | Beckles,Sharon | 3/1/1999 | 1 | F | 9 | 9 | 69,342 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00008023 | INFORMATION TECHNOLOGY SPECIAL | BEKELE,MESKEREM J | 2/6/2006 | 1 | F | 13 | 8 | 116,145 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00091443 | Appraiser | Belay,Nega T | 5/1/2017 | 1 | F | 13 | 2 | 97,899 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00020687 | Information Technology Special | Bellamkonda,Venkatesh Bab | 8/25/2014 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00005822 | Tax Examining Technician | Bender,Chante | 8/21/2006 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00027510 | Senior Auditor (Tax) | Benjamin,Sheena D | 8/17/1992 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00040359 | CUSTOMER SERVICE SPEC | Bennett,Aaron C | 5/13/2019 | 1 | F | 7 | 1 | 45,718 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00021082 | PROGRAM ANALYST | Bennett,Deborah A | 4/6/1987 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00088929 | Communications Specialist | Bennett,Mykia | 4/17/2018 | 1 | F | 9 | 1 | 55,229 | Term | 5000 | Tax & Revenue - DCFO | 50103 | 0100 |
| 00035494 | ASSOC GEN COUNSEL | Bennett,Ridgely | 2/7/2005 | 1 | F | 16 | 10 | 190,773 | Reg | 1000 | Executive Office | 10305 | 0619 |
| 00021530 | RETURNS PROCESSING CLERK | Benton Jr.,Ronald N | 9/13/1993 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00018239 | SYSTEMS ACCOUNTANT | Berhanu,Ayen Alem | 8/27/2012 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00037375 | Assessment Program Specialist | Berrios,Oscar R | 9/5/2017 | 1 | F | 11 | 2 | 68,680 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00037343 | SENIOR ACCOUNTANT | Berry,Falicia Michelle | 7/23/2018 | 1 | F | 13 | 2 | 97,898 | Term | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00098118 | AGENCY FISCAL OFFICER | Berry,Rebecca | 10/1/2006 | DIFS Capital | F | 16 | 4 | 172305 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00009088 | Chief, Assessment Services Div | Bessenyei,Frank | 11/21/2011 | 1 | F | 15 | 5 | 148,496 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00026333 | Supervisory Customer Service T | Best,Jamie | 3/3/1997 | 1 | F | 12 | 5 | 92,553 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00005932 | Accountant (Senior Advisor for | Bhatt,Yatin | 4/13/1998 | 1 | F | 14 | 10 | 144,441 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00098117 | Revenue Accounting Manager | Bime,Eric | 9/24/2012 | DIFS Capital | F | 15 | 7 | 156915 | Reg | 5000 | Tax & Revenue - RAA | 50000 | 0304 |

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Attachment 1B

| | | | | | | | | | | | | | |
|----------|--------------------------------|--------------------------|------------|---|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00012736 | CASH MGMT ANALYST | Bingham,Bettina | 3/26/2001 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00091446 | Unclaimed Property Specialist | Bitew, Tedros | 2/18/2020 | 1 | F | 8 | 8 | 61,406 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00000114 | Information Technology Special | Blackmon,Ronald | 1/4/2010 | 1 | F | 14 | 7 | 133,663 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00005594 | CUSTOMER SERVICE SPEC | Bland,Lashawn K | 1/13/1992 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00078277 | Lead Tax Examining Technician | Blount,Tara D | 1/5/1998 | 1 | F | 10 | 7 | 72,244 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00015387 | REVENUE OFFICER | Blount,William | 10/10/1999 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00024168 | Special Pay Officer | Blunt Jr.,Alvin | 6/22/1998 | 1 | F | 13 | 8 | 116,146 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00010395 | Tax Examining Technician | Blyther,Mattie | 12/3/2000 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078290 | Assessment Technician | Booth-Scott,Belinda | 1/9/2006 | 1 | F | 8 | 9 | 63,007 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00024008 | ASST GEN COUNSEL | Borges,Elissa | 8/8/2016 | 1 | F | 15 | 10 | 169,548 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00015953 | Unit Manager (Operations) | Botchway,Ciania Adalene | 1/27/2014 | 1 | F | 13 | 3 | 100,939 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00003816 | ASST GEN COUNSEL | Bowie III,William | 1/25/1993 | 1 | F | 15 | 10 | 169,548 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00027685 | Customer Service Specialist | Bowie,Jacqueline | 3/2/2009 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00027813 | MANAGEMENT ANALYST | Boyd,Latoya | 3/16/1998 | 1 | F | 12 | 7 | 97,664 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00022454 | Support Services Assistant | Brewer,Wesley | 10/17/2016 | 1 | F | 8 | 8 | 61,407 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10813 | 0100 |
| 00016568 | RETURNS PROCESSING CLERK | Bridgeforth,Michelle | 1/29/2001 | 1 | F | 7 | 8 | 56,841 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00001498 | REVENUE OFFICER | Brinkley,Karen | 12/22/1997 | 1 | F | 11 | 8 | 81,508 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00019370 | STAFF ASSISTANT | Briscoe,Sharita M | 3/22/1993 | 1 | F | 11 | 6 | 77,234 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00018807 | Lead Customer Service Represen | Briscoe,Wychell A | 1/11/2016 | 1 | F | 9 | 5 | 62,286 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00009216 | Accounting Technician | Brooks,Diane T | 8/21/2017 | 1 | F | 8 | 6 | 58,207 | Term | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00094864 | REVENUE OFFICER | Brown,Alexis | 9/4/2007 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00017510 | Tax Examining Technician | Brown,Alicia A | 8/4/1987 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00091436 | Customer Service Tax Specialis | Brown,Heather L | 5/1/2017 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00010711 | Customer Service Tax Specialis | Brown,Jean B | 12/10/2018 | 1 | F | 7 | 1 | 45,718 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00077050 | ASST GEN COUNSEL | Brown,Jessica | 4/8/2013 | 1 | F | 15 | 10 | 127,161 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00026066 | Senior Pension Benefits Specia | Brown,Karon T | 4/18/1991 | 1 | F | 12 | 10 | 105,330 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0712 |
| 00077047 | Senior Appraiser | Brown,Kevin Lamont | 10/7/2013 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00001227 | Tax Specialist | Brown,Linda | 7/9/2007 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00009752 | MANAGEMENT ANALYST | Brown,Malcolm | 6/3/2013 | 1 | F | 12 | 3 | 87,443 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00094870 | Real Property Program Speciali | Brown,Niesha | 1/9/2006 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00025315 | Appraiser | Brown,Russell E | 3/17/1981 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00026342 | ACCOUNTANT | Brumley,Mernel E | 5/24/1993 | 1 | F | 13 | 10 | 122,228 | Reg | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00040377 | Real Property Program Speciali | Brunson,Vatima S | 4/4/2016 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00096959 | Tax Examining Technician | Bryant,Anita | 11/16/2015 | 1 | F | 9 | 2 | 56,994 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00012404 | SENIOR ACCOUNTANT | Bryant,Lisa | 9/28/1991 | 1 | F | 13 | 6 | 110,063 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00022712 | Deputy Chief, Assessment Servi | Brydson-Ingram,Pretena S | 10/15/2018 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00095337 | STUDENT INTERN | Buba,Joel S | 12/23/2019 | 1 | F | 3 | 1 | 821 | Temp | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00083703 | Customer Service Tax Specialis | Bullock-Oku,Janee Nicole | 1/8/2018 | 1 | F | 7 | 1 | 21,760 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00040350 | REVENUE OFFICER | Burke,Damion | 4/17/2005 | 1 | F | 11 | 8 | 81,508 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00085231 | HUMAN RESOURCES SPEC | Burkette,Rachel L | 9/30/2019 | 1 | F | 14 | 1 | 112,110 | Reg | 1000 | Office of Human Resources | 10605 | 0100 |
| 00099264 | Real Property Program Speciali | Burrell,Deborah | 11/24/2008 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00040320 | CLERICAL ASSISTANT | Burton,Donna Marie | 5/2/2016 | 1 | F | 6 | 9 | 52,763 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00016393 | Director, Accounting Systems A | Butler,Cassandra V | 6/8/1997 | 1 | F | 16 | 7 | 187,393 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00099266 | Real Property Program Speciali | Butler,Robin | 10/11/1987 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPTA | 50209 | 0100 |

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| | | | | | | | | | | | | | |
|----------|--------------------------------|-------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00017177 | REVENUE OFFICER | Butler,Rosalyn V | 8/2/1988 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00024786 | Information Technology Special | Butt,Awais K | 5/13/2019 | 1 | F | 14 | 7 | 133,663 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00033953 | SUPV REVENUE OFFICER | Cabbell,Tonya | 8/18/1997 | 1 | F | 13 | 8 | 116,146 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00098114 | Cash and Investment Manager | Camargos,Giulliano Maia | 10/21/2013 | DIFS Capital | F | 15 | 6 | 152705 | Reg | 7000 | Finance & Treasury | 50000 | 0304 |
| 00020156 | Accounting Technician | Canada,Marsha | 7/23/2018 | 1 | F | 8 | 8 | 61,406 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00027671 | Director, Operating Budget | Cannady,Eric | 7/10/2006 | 1 | F | 16 | 10 | 190,773 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00085586 | Tax Examining Technician | Copies,Juanita Elaine | 12/29/2014 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00048173 | Lead Tax Fraud Specialist | Carela,Jose | 5/14/2007 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00091444 | Real Property Assessment Appea | Carr,Shana T | 10/1/2018 | 1 | F | 11 | 2 | 68,680 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00021919 | Senior Revenue Accounting Spec | Carter,Curshaun N | 4/3/2005 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00000048 | OPERATIONS MGR | Cash,Lenia G. | 1/18/2000 | 1 | F | 14 | 8 | 137,256 | Reg | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00098094 | FINANCIAL SYSTEMS SPEC | Castle,Margaret | 1/4/1997 | DIFS Capital | F | 15 | 10 | 169548 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00002653 | SENIOR REVENUE OFFICER | Causbey,Kevin | 2/28/2000 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00020698 | Chief Information Officer | Chadda,Alok | 6/26/2017 | 1 | F | 17 | 7 | 200,003 | Reg | 6000 | Chief Inform Officer - PPS | 60104 | 0100 |
| 00004147 | MANAGEMENT ANALYST | Chamberlain,Kim Ellen | 10/1/1994 | 1 | F | 12 | 8 | 100,219 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00004343 | Appraiser | Champagne,Deborah R | 7/10/2017 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00085156 | (WAE) Returns Processing Assis | Chandler,Wadeehal S | 4/29/2019 | 1 | F | 5 | 1 | 18,620 | Temp | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00019985 | Unclaimed Property Analyst | Chaney,Gloria | 12/1/2003 | 1 | F | 12 | 5 | 92,553 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00085434 | Tax Examining Technician | Chapman,Ericka Achelle | 5/14/2007 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00011066 | INVESTIGATOR | Chase,Bryan D | 4/17/2018 | 1 | F | 13 | 10 | 122,228 | Reg | 8000 | Integrity & Oversight | 80206 | 0100 |
| 00018874 | Auditor (Tax) | Chatman,Keith | 7/21/1997 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00010249 | ACCOUNTING TECH | Chavis,Flora M | 3/16/1998 | 1 | F | 7 | 10 | 60,013 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00024346 | Customer Service Representativ | Chavis,Raven | 4/18/2017 | 1 | F | 7 | 3 | 48,897 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00022317 | SENIOR REVENUE OFFICER | Chedick,Errol | 3/12/2012 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00012984 | SENIOR ACCOUNTANT | Chen,Jingtian | 2/12/2001 | 1 | F | 13 | 10 | 122,228 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00023029 | Internal Controls Manager | Chisholm,Daneshia | 4/2/2018 | 1 | F | 15 | 4 | 144,285 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00023068 | Accountant | Chisolm,Anieka | 4/30/2018 | 1 | F | 12 | 5 | 92,553 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00040375 | Real Property Program Speciali | Chow,Sondra | 8/10/2015 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00021250 | Real Property Program Speciali | Cills,Paula M | 11/2/2015 | 1 | F | 11 | 1 | 66,538 | Term | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00078270 | REVENUE OFFICER | Claiborne,Angela P. | 4/23/2001 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00077048 | Senior Appraiser | Clark,David | 4/22/2013 | 1 | F | 13 | 9 | 119,186 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00098096 | Director, Capital Budgets/Capi | Clark,David A | 1/21/2009 | DIFS Capital | F | 16 | 8 | 190773 | Reg | 3000 | Budget and Planning | 50000 | 0304 |
| 00043797 | Audit Assistant | Clark,Marshay | 8/6/2007 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00026329 | REVENUE OFFICER | Clark,Rebecca | 8/30/1987 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00004608 | Appraiser | Clark,Steven Anthony | 10/1/1994 | 1 | F | 13 | 3 | 100,940 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00009002 | Customer Service Representativ | Clarke,Godwin H | 4/7/2014 | 1 | F | 8 | 6 | 58,207 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00100046 | Customer Service Tax Specialis | Clayborne,Victoria L | 12/9/2019 | 1 | F | 7 | 1 | 22,861 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00001812 | Supervisory Appraiser | Clindinin,Eugene C | 4/5/1982 | 1 | F | 14 | 10 | 144,441 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00085943 | Tax Examining Technician | Coates,Quatise S. | 12/26/2006 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00015550 | Payment Operations Manager | Cobb Jr.,Joseph | 5/24/1994 | 1 | F | 13 | 9 | 119,187 | Reg | 7000 | Finance & Treasury | 70402 | 0100 |
| 00028139 | REVENUE OFFICER | Cobb McKenzie,Kimberly | 1/6/1997 | 1 | F | 11 | 8 | 81,508 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00086188 | Human Resource Executive Advis | Cobbs,Tania T | 3/19/2018 | 1 | F | 15 | 5 | 148,496 | Reg | 1000 | Office of Human Resources | 10608 | 0100 |
| 00039094 | Appraiser | Codd,John | 12/12/2005 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00025053 | EXECUTIVE ASST | Cofield,Judy G | 7/27/2009 | 1 | F | 13 | 6 | 110,063 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |

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|----------|--------------------------------|-------------------------|------------|---|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00040327 | Revenue Officer | Coleman,Angela Y. | 3/27/2000 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00040342 | Tax Specialist | Coleman,Benee C | 12/14/2015 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028178 | Supervisory Auditor (Tax) | Coleman,Rhonda T | 10/1/1994 | 1 | F | 14 | 7 | 133,664 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00018636 | FINANCIAL MGMT SPEC | Coleman,Yvette Renee | 1/4/1984 | 1 | F | 13 | 10 | 122,228 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00022184 | ACCOUNTING TECH | Coley,Michael H | 3/1/1982 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00005980 | Supervisory Appraiser | Collica,Douglas | 6/1/2015 | 1 | F | 14 | 7 | 133,664 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00078203 | Talent Acquisition Advisor | Collins,Letat F | 7/17/2017 | 1 | F | 13 | 7 | 113,104 | Reg | 1000 | Office of Human Resources | 10614 | 0100 |
| 00091430 | Customer Service Tax Specialis | Collins,Sean T | 12/12/2016 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00000321 | ASSOC TREASURER | Collis,Eugenia S | 7/10/2017 | 1 | F | 16 | 10 | 190,773 | Reg | 7000 | Finance & Treasury | 70603 | 0100 |
| 00028079 | Deputy Recorder of Deeds | Conn,Amy | 4/23/2012 | 1 | F | 14 | 6 | 130,072 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00013542 | Information Technology Manager | Contreras,Joseette B | 10/7/2013 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00021454 | Assessment Program Specialist | Cook,TaVon D | 4/3/2017 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00077058 | PROGRAM ANALYST | Cooke,Alice Marie | 12/30/2013 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00016461 | EXECUTIVE ASST | Cooks,Patricia | 4/2/1973 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10108 | 0100 |
| 00018012 | Customer Service Specialist | Cooper,Charnita LaShawn | 12/30/2013 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00085430 | Real Property Program Speciali | Cornish,Cecil | 9/29/1986 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00007223 | IT Specialist (OS) | Cornnor,Linda | 5/9/1976 | 1 | F | 12 | 10 | 105,339 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00026856 | Lead Customer Service Represen | Covington,Autum C | 7/8/2019 | 1 | F | 9 | 1 | 55,229 | Term | 7000 | Finance & Treasury | 70501 | 0100 |
| 00024442 | Unit Manager | Coyne,Thomas D | 10/3/2016 | 1 | F | 13 | 8 | 116,146 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00091448 | Unclaimed Property Technician | Craven,Arielle C | 9/19/2016 | 1 | F | 7 | 6 | 53,661 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00012571 | REVENUE OFFICER | Crawford,Kimberly D | 7/1/1985 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00094868 | CONTRACT SPECIALIST | Crenshaw,James E | 2/19/2019 | 1 | F | 13 | 9 | 119,187 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10505 | 0100 |
| 00048187 | CLERICAL ASSISTANT | Culver, Dominique | 3/2/2020 | 1 | F | 6 | 7 | 49,887 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00094869 | Accounting Technician | Cygan,Sanny H | 12/9/2019 | 1 | F | 7 | 1 | 45,721 | Term | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00040365 | Information Technology Special | Dailey,Curtis | 10/26/2009 | 1 | F | 13 | 10 | 122,227 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00004322 | Payroll and Benefits Technicia | Daniels,Janelle N | 1/28/2013 | 1 | F | 9 | 5 | 62,286 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0603 |
| 00040379 | Director, Accounting Policies | David,Randolph | 10/27/1997 | 1 | F | 15 | 6 | 152,705 | Reg | 2000 | Fin Operations & Sys | 20301 | 0100 |
| 00005239 | Senior Systems Accountant | Davis II,Luther M | 1/25/1988 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RAA | 50604 | 0100 |
| 00009809 | Returns Processing Assistant | Davis,Dayonna C | 7/24/2017 | 1 | F | 6 | 2 | 42,697 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00007515 | Supervisory Returns Processing | Davis,Duane | 3/19/2007 | 1 | F | 12 | 7 | 97,664 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00010643 | Revenue Officer | Davis,Lillian | 3/17/1986 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00005167 | FINANCIAL MGR | Davis,Merzie | 2/11/2013 | 1 | F | 14 | 2 | 115,702 | Reg | 7000 | Finance & Treasury | 70604 | 0614 |
| 00028150 | Information Technology Special | Davis,Michael | 9/14/2009 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00004905 | CONTRACT SPECIALIST | Davis,Samira | 12/2/2013 | 1 | F | 13 | 6 | 110,063 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0619 |
| 00078296 | Supervisor Revenue Officer | Davis,Tashara L | 4/1/1997 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00028102 | Customer Service Specialist | Davis-Cooper,Gail | 3/3/2008 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00006170 | Senior Operating Budget Analys | Dawodu,Rasheed | 11/19/2001 | 1 | F | 13 | 10 | 122,228 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00027853 | Returns Processing Assistant | Day,Kellie | 1/29/2001 | 1 | F | 7 | 8 | 56,841 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00028114 | Fiscal Analyst | De Leon,Betty Patricia | 7/25/2005 | 1 | F | 15 | 5 | 148,496 | Reg | 4000 | Revenue Analysis | 40303 | 0100 |
| 00005079 | BUDGET OFFICER | Dean,Nicole | 8/7/2000 | 1 | F | 14 | 5 | 126,479 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104B1 | 0100 |
| 00027513 | Senior Systems Accountant | Debebe,Aster | 11/14/2005 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00015644 | Recordation Tax Specialist | Decampo,Francamaria | 4/23/1979 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00078286 | Appraiser | DeLeon,Adrian D | 10/31/2016 | 1 | F | 13 | 1 | 94,858 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00028078 | Auditor (Tax) | Dennis,Charles J | 4/17/2005 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |

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| | | | | | | | | | | | | | |
|----------|--------------------------------|-----------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00009361 | SENIOR ACCOUNTANT | Deskins, Logan | 9/14/2009 | 1 | F | 13 | 6 | 110,063 | Reg | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00010872 | CHIEF FINANCIAL OFFICER | DeWitt, Jeffrey | 12/16/2013 | 1 | F | EX | 0 | 253,300 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00005208 | Senior Tax Advisor | Dhaliwal, Nirmal S | 6/1/1982 | 1 | F | 15 | 9 | 165,336 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00021462 | Supervisory Returns Processing | Dias, Kim | 8/23/1981 | 1 | F | 12 | 8 | 100,219 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00000390 | Information Technology Manager | Diaz, Joseluis | 2/6/2006 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00026150 | PGM DIR | Dickerson, Rodney | 1/9/2017 | 1 | F | 15 | 6 | 152,705 | Reg | 7000 | Finance & Treasury | 70604 | 0614 |
| 00078278 | REVENUE OFFICER | Dickey, Tyra Andrea | 9/9/2013 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00016550 | Lead Customer Service Represen | Dicks, Moses | 5/18/2015 | 1 | F | 9 | 5 | 62,286 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00000081 | IT Project Manager | Dietz, Richard H | 5/27/2008 | 1 | F | 14 | 9 | 140,849 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00005572 | Fiscal Analyst | Dinkins, Kelly | 5/1/2006 | 1 | F | 15 | 10 | 169,548 | Reg | 4000 | Revenue Analysis | 40701 | 0100 |
| 00007295 | Cluster Accounting Analyst | Diriba, Zerihun | 2/7/2016 | 1 | F | 14 | 5 | 126,479 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00083705 | Tax Fraud Specialist | Dixon, ShanToya | 3/31/2009 | 1 | F | 12 | 4 | 89,997 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00002314 | Appraiser | Dixon, Terry V | 1/14/2002 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00098107 | Financial Database Analyst | Dolojan, Jesse Hernandez | 12/27/2004 | 1 | F | 14 | 10 | 144,441 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00028170 | Information Technology Special | Domb, Steven | 3/3/2008 | 1 | F | 14 | 9 | 140,847 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00040337 | MANAGEMENT ANALYST | Donahue, Janice Colleen | 12/16/2013 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00078337 | REVENUE OFFICER | Donald, Shawn | 5/8/2000 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00098111 | ACCOUNTANT | Donaldson-Odjidja, Marianne | 3/15/1999 | DIFS Capital | F | 13 | 10 | 122228 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |
| 00012315 | Supervisory Customer Service S | Doolittle, Crystal Ann | 10/7/2013 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00026605 | REVENUE OFFICER | Douglas, Francine L | 3/10/1986 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021597 | ADMIN MGR | Douglas, Mallie C | 5/18/1992 | 1 | F | 11 | 10 | 85,790 | Reg | 7000 | Finance & Treasury | 70107 | 0100 |
| 00008492 | Unclaimed Property Specialist | Douglas, Mary C | 11/17/1997 | 1 | F | 11 | 6 | 77,234 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00001150 | Auditor (Tax) | Downer, Georgette | 6/25/2007 | 1 | F | 12 | 4 | 89,997 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00095570 | Customer Service Representativ | Dozier, Sallie M. | 8/27/2012 | 1 | F | 8 | 10 | 64,606 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00011841 | ASST GEN COUNSEL | Droller, Aaron | 4/12/2010 | 1 | F | 15 | 7 | 156,915 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00022987 | Budget Technician | Dumbuya, Haroun | 11/27/2017 | 1 | F | 8 | 2 | 51,807 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00021578 | EXECUTIVE ASST | Dunmore, Marisa N. | 8/14/2000 | 1 | F | 12 | 8 | 100,219 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00086062 | Unit Manager | Dunston, Kina | 8/4/1997 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00021412 | IT Specialist (SYSADMIN) & (NE | Durity, Stephen | 7/3/1990 | 1 | F | 14 | 8 | 137,255 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00004821 | PROGRAM ANALYST | Earles, Michelle D | 5/14/2007 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - RPA | 50212 | 0100 |
| 00007937 | Supervisory Returns Processing | Eaves, Deborah R | 11/13/1984 | 1 | F | 10 | 10 | 78,079 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00003650 | Pension Benefits Officer | Edwards, Jaiinne | 6/8/2008 | 1 | F | 14 | 10 | 144,441 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0603 |
| 00086209 | Unit Manager | Edwards, Lawanda Evette | 4/18/1983 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPA | 50402 | 0100 |
| 00005533 | DIR INTERNAL AUDIT | Edwards, Tisha | 3/3/1997 | 1 | F | 15 | 10 | 169,548 | Reg | 8000 | Integrity & Oversight | 80103 | 0100 |
| 00048188 | Auditor (Tax) | Egunjobi, Charles | 1/21/2009 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00099293 | Real Property Program Speciali | Ehrlich, Joel | 3/2/2009 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00002534 | Unclaimed Property Supervisor | Eichler, Eric S | 2/4/2019 | 1 | F | 13 | 7 | 113,104 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00097774 | Contract Specialist | Ekpe, Ifeyinwa J | 5/28/2019 | 1 | F | 12 | 1 | 41,166 | Temp | 1000 | Mgmt & Admin/Fin Ops | 10504 | 0100 |
| 00026843 | Operations Support Specialist | Eldridge, Trina | 5/25/1997 | 1 | F | 11 | 9 | 83,651 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10818 | 0100 |
| 00028148 | Supervisory Auditor (Tax) | Elevli, Mustafa | 11/13/2007 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00042707 | ASST GEN COUNSEL | Elion, Mark | 1/13/2014 | 1 | F | 15 | 10 | 169,548 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00095569 | Lead Customer Service Represen | Ellis, Stanley | 1/2/1990 | 1 | F | 9 | 8 | 67,579 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00012266 | ADMIN ASST | English, Nedra E | 7/21/1997 | 1 | F | 11 | 10 | 85,784 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00028160 | SPECIAL ASST | Evans, Deborah M | 7/23/2007 | 1 | F | 15 | 9 | 165,336 | Reg | 5000 | Tax & Revenue - DCFO | 50101 | 0100 |

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|----------|--------------------------------|-----------------------------|------------|--------------|---|----|----|---------|------|------|---------------------------|-------|------|
| 00077049 | Program Analyst | Evans,Norman | 6/17/2013 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00085436 | Tax Examining Technician | Evans,Sharron | 4/13/2009 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00000112 | ASST GEN COUNSEL | Facchina,Bazil | 10/15/2007 | 1 | F | 15 | 10 | 169,548 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00006620 | Operating Budget Analyst | Fadhil,Saba | 3/2/2020 | 1 | F | 11 | 5 | 75,094 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00028111 | Senior Supervisory Auditor | Farinha,Michael I. | 7/3/2000 | 1 | F | 14 | 8 | 137,256 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00020792 | Office Manager | Farmer,Felicia | 6/20/1999 | 1 | F | 13 | 7 | 113,104 | Reg | 4000 | Revenue Analysis | 40110 | 0100 |
| 00024229 | Supervisor Revenue Officer | Farmer,Sandra | 1/23/2006 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00002375 | CONTRACT SPECIALIST | Farmer-Linder,Crystal M | 4/14/2008 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0619 |
| 00015325 | DEPUTY DIRECTOR, CUSTOMER SERV | Farrar,Warren | 11/24/2008 | 1 | F | 15 | 3 | 140,075 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00003883 | Accounting Technician | Faulk,JahQuan A | 1/21/2020 | 1 | F | 7 | 3 | 48,897 | Term | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00096949 | Lien Specialist | Faulk,Joy | 5/7/2012 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00075254 | Revenue Accounting Manager | Faulkner,Vanessa C | 5/15/1995 | 1 | F | 15 | 4 | 144,285 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00023094 | Tax Examining Technician | Felder,Rhonda | 5/7/2012 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00021627 | Customer Service Specialist | Felton,Lashawn Johnette | 11/4/2013 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00078282 | Senior Appraiser | Feraren,Brandon | 11/27/2006 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00002710 | DCFO & TREASURER | Fernandes,Bruno C | 8/20/2018 | 1 | F | 18 | 5 | 217,864 | Reg | 7000 | Finance & Treasury | 70106 | 0100 |
| 00048167 | Supervisory Revenue Officer | Fields,Amy R | 10/28/2019 | 1 | F | 13 | 1 | 94,857 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078019 | AGENCY FISCAL OFFICER | Fields,Cassandra D | 1/8/2018 | 1 | F | 14 | 10 | 144,441 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10482 | 0707 |
| 00001285 | Human Resources Supervisor | Fil,Paul Robert | 6/16/2015 | 1 | F | 14 | 10 | 144,441 | Reg | 1000 | Office of Human Resources | 10708 | 0100 |
| 00001937 | Supervisory Auditor (Tax) | Fileus-Sandy,Marie D | 11/26/2018 | 1 | F | 14 | 9 | 140,849 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00021704 | Lead Customer Service Represen | Fisher,Denise | 10/12/1999 | 1 | F | 9 | 9 | 69,343 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00085800 | Internal Controls Specialist | Fleming-Burford,Lataisha Os | 3/9/2015 | 1 | F | 14 | 5 | 126,479 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00020570 | Accounting Technician | Fletcher,Dora L | 1/6/2020 | 1 | F | 7 | 1 | 45,721 | Term | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00098123 | AGENCY FISCAL OFFICER | Fletcher,Janine | 4/8/2013 | DIFS Capital | F | 16 | 7 | 187393 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00014834 | LEGAL INSTRUMENTS EXAMINER | Flores,Gilmar A | 10/1/1994 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00091447 | Unclaimed Property Specialist | Flores,Monica | 11/27/2017 | 1 | F | 11 | 1 | 66,538 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00006917 | Debt Manager | Folkes,Kitwana A | 1/11/2016 | 1 | F | 13 | 5 | 107,022 | Reg | 7000 | Finance & Treasury | 70202 | 0100 |
| 00008973 | Director, Office of Contracts | Fortune,Dorothy B | 4/2/2007 | 1 | F | 16 | 5 | 177,335 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00018190 | Customer Service Representativ | Foster,Tiara | 2/21/2017 | 1 | F | 7 | 4 | 50,485 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00078288 | Assessment Technician | Fountain,Rashard | 3/24/2014 | 1 | F | 8 | 7 | 59,807 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00019855 | Taxpayer Advocate | Fowlkes,Elena A | 10/15/2019 | 1 | F | 14 | 1 | 112,110 | Reg | 5000 | Tax & Revenue - DCFO | 50201 | 0100 |
| 00088470 | Senior Policy Analyst | Fox,Nancy Jeanne | 3/7/2016 | 1 | F | 15 | 9 | 165,336 | Reg | 7000 | Economic Devel Finance | 40502 | 0100 |
| 00011057 | Director of Revenue Estimation | Francis,Norton L | 3/20/2017 | 1 | F | 16 | 6 | 182,363 | Reg | 4000 | Revenue Analysis | 40301 | 0100 |
| 00014787 | Taxpayer Advocate Specialist | Francis,Shenae D | 6/30/2014 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - DCFO | 50201 | 0100 |
| 00011755 | INVESTIGATOR | Frederick,Sabina | 1/21/2020 | 1 | F | 12 | 7 | 97,664 | Reg | 8000 | Integrity & Oversight | 80206 | 0100 |
| 00014023 | Director Fiscal & Legislative | Freis,Deborah Jean | 2/6/2017 | 1 | F | 16 | 7 | 187,393 | Reg | 4000 | Revenue Analysis | 40301 | 0100 |
| 00084764 | CUSTOMER SERVICE SPEC | Friday,William | 3/21/2016 | 1 | F | 7 | 1 | 43,519 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00005349 | ADMIN SPEC | Fuller,Sean M | 10/8/2000 | 1 | F | 11 | 6 | 77,232 | Reg | 2000 | Fin Operations & Sys | 20101 | 0100 |
| 00023604 | EXECUTIVE ASST | Fuller,Traci T | 1/13/1992 | 1 | F | 14 | 8 | 137,256 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00077057 | Central Collections Unit Manag | Gaffar,Remaz | 5/13/2019 | 1 | F | 13 | 6 | 110,063 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00083706 | Quality Assurance Specialist | Gaither,Nicole D | 10/28/2019 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00012830 | Appraiser | Galloway,Clarence Reginald | 3/23/2015 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00037387 | Continuous Improvement Officer | Gander,Jeffrey A | 11/27/2017 | 1 | F | 15 | 8 | 161,127 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00037386 | Assessment Technician | Garnett,Jade C | 3/24/2014 | 1 | F | 8 | 7 | 59,807 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |

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|----------|--------------------------------|--------------------------|------------|---|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00078289 | Assessment Technician | Gaskins,Keyana L | 12/10/2018 | 1 | F | 7 | 2 | 47,307 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00006919 | Assessment Program Coordinator | Gaskins,SHaVaughn Lakeia | 6/16/2014 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00077053 | HUMAN RESOURCES SPEC | Gates,Tiffany Antoinette | 12/16/2013 | 1 | F | 12 | 9 | 102,775 | Reg | 1000 | Office of Human Resources | 10614 | 0100 |
| 00025764 | Management & Program Analyst - | Gaul,Steven | 6/1/2015 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00011004 | Senior Auditor (Tax) | Gebrehiwot,Teshome | 3/16/2009 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00085441 | Fiscal Analyst | Geng,Yi | 12/15/2014 | 1 | F | 15 | 7 | 156,915 | Reg | 4000 | Revenue Analysis | 40804 | 0100 |
| 00040366 | Information Technology Special | George,Anil | 3/17/2008 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00073608 | Payroll Technician | Gibson II,Donald Ray | 6/11/2018 | 1 | F | 7 | 9 | 58,430 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0712 |
| 00021198 | SENIOR REVENUE OFFICER | Gibson,Jerome | 7/15/2001 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00009439 | Payroll Manager | Gidderon,Clara D | 8/27/2001 | 1 | F | 12 | 8 | 100,219 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00040371 | Revenue Accounting Manager | Gill,Nicola | 7/15/2002 | 1 | F | 15 | 4 | 144,285 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00024707 | Returns Processing Assistant | Gilliam,Latese N. | 1/29/2001 | 1 | F | 7 | 9 | 58,430 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00016400 | Accounting Technician | Gladden,D'Juan R | 12/9/2019 | 1 | F | 7 | 5 | 52,073 | Term | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00023707 | Tax Examining Technician | Glover,Marcia | 6/30/1986 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00000899 | DIR INTERNAL SECURITY | Glymph,James E | 12/5/2011 | 1 | F | 15 | 8 | 161,127 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00020227 | Supervisory Customer Service S | Godfrey,Lanae' | 2/19/2008 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00099876 | Talent Acquisition Advisor | Golding,Orlando O | 10/15/2019 | 1 | F | 12 | 1 | 82,332 | Reg | 1000 | Office of Human Resources | 10614 | 0100 |
| 00009363 | Supervisory Customer Service T | Goldsby,Mario D | 4/3/2017 | 1 | F | 12 | 1 | 82,332 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00082519 | ACCOUNTANT | Gonzalez,India M | 11/18/2013 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - RAA | 50604 | 0100 |
| 00077368 | Lead Customer Service Represen | Goodwin,Keyana | 8/13/2012 | 1 | F | 9 | 5 | 62,286 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00085587 | Tax Examining Technician | Goosby,Maya | 12/15/2014 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00078287 | Appraiser | Gould,Darius J | 10/28/2019 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00002975 | ASST GEN COUNSEL | Gracyalny,Patricia | 8/4/2008 | 1 | F | 15 | 10 | 169,548 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00091425 | Customer Service Tax Specialis | Grady,Kacey V | 10/2/2017 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00011927 | SYSTEMS ACCOUNTANT | Grant II,James | 4/8/2002 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00022182 | Accounting Technician | Grant,Ashley N | 12/10/2018 | 1 | F | 7 | 1 | 45,721 | Term | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00020900 | Information Technology Special | Grant,Ernest D. | 10/13/2009 | 1 | F | 12 | 7 | 97,668 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00094865 | REVENUE OFFICER | Green,Renee R | 7/23/2001 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00009273 | Director, Capital Budgets/Capi | Greenfield,Sherrie | 4/19/1999 | 1 | F | 16 | 5 | 177,335 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00010082 | Payroll Customer Service Manag | Greer,Deborah | 5/25/1998 | 1 | F | 12 | 8 | 100,219 | Reg | 2000 | Fin Operations & Sys - PRS | 20702 | 0712 |
| 00023461 | Program Analyst | Gregory,Valencia | 10/6/2003 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70405 | 0100 |
| 00010551 | Information Technology Special | Grimball,Gilberta D | 11/4/1985 | 1 | F | 13 | 10 | 122,227 | Reg | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00006794 | Appraiser | Gudelski,Paul Thaddeus | 11/4/2013 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00010977 | Document Control Specialist | Guilford,Sharon | 2/17/2009 | 1 | F | 11 | 7 | 79,373 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00025066 | Supervisory Returns Processing | Gustus,Alberta V | 6/13/1988 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00082533 | ACCOUNTANT | Gyimah Labi,Kwaku | 10/15/2019 | 1 | F | 11 | 9 | 83,651 | Term | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00003412 | Senior Auditor (Tax) | Hailemariam,Kassa | 1/21/2009 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00021170 | Tax Examining Technician | Hailu,Anna | 6/6/1988 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00094857 | Collections Representative | Haith,Miranda J | 8/5/2019 | 1 | F | 7 | 5 | 52,073 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00040381 | Tax Fraud Specialist | Hall,Leonard Donald | 7/27/2015 | 1 | F | 12 | 4 | 89,997 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00003540 | Unclaimed Property Manager | Hall,Lynn Elizabeth | 10/7/2013 | 1 | F | 14 | 6 | 130,072 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00033965 | Deputy Director | Halliday,Ezeth | 8/20/2007 | 1 | F | 15 | 5 | 148,496 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00085438 | Real Property Program Speciali | Hamburger,Mitchell | 4/3/2006 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00035580 | ASSOC GEN COUNSEL | Hamilton,Regina N | 5/14/2018 | 1 | F | 16 | 8 | 190,773 | Reg | 1000 | Executive Office | 10305 | 0100 |

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|----------|---------------------------------|------------------------------|------------|---|---|----|----|---------|-----|------|--------------------------------|-------|------|
| 00028096 | CUSTOMER SERVICE SPEC | Hammond,Paula | 9/2/1997 | 1 | F | 11 | 9 | 83,651 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00000549 | Unit Manager Operations | Hampton,Angela R | 12/9/2019 | 1 | F | 12 | 2 | 84,888 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00005289 | Accounting Manager | Hampton,Shawn Jamal | 7/5/2011 | 1 | F | 14 | 3 | 119,295 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00038612 | Information Technology Manager/ | Hardy,Jacqueline | 3/30/2008 | 1 | F | 15 | 6 | 152,705 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00011163 | Payroll Financial Officer | Haroon,Shaheed | 2/19/2008 | 1 | F | 14 | 10 | 144,441 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0603 |
| 00000399 | Customer Service Representativ | Harrell,Courtney N | 11/13/2017 | 1 | F | 7 | 3 | 48,897 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00009660 | Tax Examining Technician | Harried,Dorothy | 8/2/2010 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50704 | 0100 |
| 00022354 | Information Technology Special | Harris,April K | 7/6/1998 | 1 | F | 12 | 10 | 105,339 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00011129 | PARALEGAL SPECIALIST | Harris,Christina Rose | 8/24/2015 | 1 | F | 12 | 6 | 95,109 | Reg | 1000 | Executive Office | 10318 | 0619 |
| 00037381 | Appraiser | Harris,Delonte | 6/12/2006 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00008473 | Supervisory Customer Service S | Harris,Frederick J | 8/21/2017 | 1 | F | 13 | 1 | 94,857 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00040318 | CLERICAL ASSISTANT | Harris,III,John Russell | 4/20/2015 | 1 | F | 6 | 8 | 51,325 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00094871 | Real Property Program Speciali | Harris,Jocelyn | 7/19/2010 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00027529 | Financial Analyst | Harris,Shebna | 4/23/1988 | 1 | F | 11 | 5 | 75,094 | Reg | 7000 | Finance & Treasury | 70303 | 0100 |
| 00009525 | Accounting Technician | Hart,Carla | 2/21/2017 | 1 | F | 8 | 9 | 63,007 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00028100 | Assistant General Counsel | HASHMI,AAISHAH S | 6/24/2007 | 1 | F | 15 | 7 | 156,915 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00077052 | Auditor (Tax) | Hawthorne,Jamaika T | 9/16/2019 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028085 | Auditor (Tax) | Hayes,Jada | 3/30/2009 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00032875 | Senior Operating Budget Analys | Hayward,Lee | 11/9/2009 | 1 | F | 13 | 10 | 122,228 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00009030 | Revenue Operations Analyst | Hebron,Bryan R | 6/26/2017 | 1 | F | 11 | 5 | 75,094 | Reg | 7000 | Finance & Treasury | 70407 | 0100 |
| 00006101 | Unclaimed Property Technician | Heinstadt Lavin,Rebecca A | 1/6/2020 | 1 | F | 7 | 1 | 45,721 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00004611 | INFO TECH MGR | Heneghan,Surjeet Kalsi | 10/16/2006 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00015910 | INFORMATION TECHNOLOGY SPECIAL | Henry,Patricia | 1/21/2009 | 1 | F | 13 | 10 | 122,227 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00048179 | REVENUE OFFICER | Herbert,Aaron D | 10/15/2018 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00000496 | RETURNS PROCESSING CLERK | Hernandez,Ydelel | 1/29/2001 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00009750 | Lead Cashier | Herring,Gail B | 2/3/1997 | 1 | F | 10 | 10 | 78,079 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00032488 | Capital Budget Advisor | Herzi,Omar | 8/15/1999 | 1 | F | 14 | 4 | 122,887 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00020173 | Criminal Investigator | Hessler,James Leo | 2/24/2014 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00091449 | Collections Representative | Higgs,Nadia | 2/21/2017 | 1 | F | 9 | 2 | 56,993 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00005344 | Executive Office Manager | High,Tanya S | 7/20/1998 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00040345 | REVENUE OFFICER | Hightower,Katrina | 1/9/2006 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078300 | Tax Examining Technician | Hill,Brittney Shakeya-Niqole | 10/5/2015 | 1 | F | 9 | 4 | 60,522 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00014782 | STAFF ASST | Hill,Jocelyn | 8/3/1998 | 1 | F | 12 | 8 | 100,219 | Reg | 2000 | Fin Operations & Sys | 20101 | 0100 |
| 00006379 | Information Technology Special | Hill,Jwanza K. | 12/19/2011 | 1 | F | 12 | 6 | 95,111 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00099963 | Unclaimed Property Specialist | Hill,Muneera | 1/12/2015 | 1 | F | 9 | 4 | 60,522 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00002565 | Criminal Investigator | Hines,Antwyonette M | 3/26/2000 | 1 | F | 13 | 8 | 120,022 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00048176 | Criminal Investigator | Hite,James I | 2/6/2017 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00088519 | HR Business Partner | Hobdy,Sibyl R | 7/23/2018 | 1 | F | 13 | 1 | 94,857 | Reg | 1000 | Office of Human Resources | 10616 | 0619 |
| 00014920 | Returns Processing Assistant | Hogue,Armeshia M | 9/6/2016 | 1 | F | 6 | 5 | 47,011 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00024546 | Operations Analyst | Holley,Andrea | 10/9/2012 | 1 | F | 13 | 3 | 100,939 | Reg | 5000 | Tax & Revenue - DCFO | 50201 | 0100 |
| 00012442 | Auditor (Tax) | Hollingsworth,Robert | 3/31/1997 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00023104 | Tax Examining Technician | Holloway,Kimberly B | 8/17/1987 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00003296 | Senior Operating Budget Analys | Holman,Cynthia J | 2/3/1997 | 1 | F | 13 | 6 | 110,063 | Reg | 3000 | Budget and Planning | 30402 | 0100 |
| 00028153 | Customer Service Representativ | Holmes,Asia | 4/18/2017 | 1 | F | 7 | 3 | 48,897 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |

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| 00096955 | Tax Policy Specialist | Holmes,Jasmin M | 10/15/2018 | 1 | F | 13 | 2 | 97,899 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00010211 | LEGAL INSTRUMENTS EXAMINER | Holt-Barnes,Evangeline A | 5/26/2009 | 1 | F | 8 | 8 | 61,407 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00022253 | STAFF ASSISTANT | Holton,La'Prea R. | 8/12/2013 | 1 | F | 11 | 7 | 79,373 | Reg | 2000 | Fin Operations & Sys | 20101 | 0100 |
| 00022039 | Customer Service Representativ | Honesty-Fitch,Angela J | 4/10/2000 | 1 | F | 8 | 10 | 64,606 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00002960 | Senior Financial Manager and P | Hoover,Jeanne | 10/26/1998 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70106 | 0100 |
| 00099830 | Financial Investments Manager | Horgan,Jonathan P | 9/30/2019 | DIFS Capital | F | 14 | 9 | 140849 | Term | 7000 | Finance & Treasury | 50000 | 0304 |
| 00028149 | Tax Examining Technician | Horton Morgan,Renee | 12/31/2001 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50704 | 0100 |
| 00020941 | FUNCTIONAL ANALYST | Horton Smith,Debra A | 11/9/1987 | 1 | F | 12 | 10 | 105,330 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00096950 | Lien Specialist | Horton,Tracee D | 3/6/2017 | 1 | F | 11 | 1 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00009584 | Taxpayer Advocate Specialist | Howard,Faye | 3/16/1997 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - DCFO | 50201 | 0100 |
| 00027536 | Unit Manager | Hoye,Rodger | 3/30/2009 | 1 | F | 13 | 2 | 97,898 | Reg | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00001429 | Real Property Program Speciali | Hughes Jr.,Christopher E | 2/3/2020 | 1 | F | 9 | 6 | 64,050 | Term | 5000 | Tax & Revenue - RPTA | 50502 | 0100 |
| 00002901 | SUPV CRIMINAL INVEST | Hunter,Charles | 4/8/2013 | 1 | F | 15 | 10 | 169,548 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00028175 | Customer Service Specialist | Hunter,Deontae T | 12/12/2016 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00000894 | Operating Budget Analyst | Hunter,Veda M | 10/31/2016 | 1 | F | 12 | 6 | 95,109 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00015717 | Real Property Program Speciali | Hutchinson,Dellannea R | 9/17/2018 | 1 | F | 9 | 1 | 55,229 | Term | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00016244 | Information Technology Speciai | Irava,Saritha | 11/9/2009 | 1 | F | 14 | 6 | 130,071 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00028188 | Criminal Investigator | Irving,Solomon Samuel | 1/27/2014 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00023114 | Accounting Technician | Issa,Ahmad I | 8/20/2018 | 1 | F | 8 | 5 | 56,607 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00009717 | Senior Operating Budget Analys | Iyun,Benjamin | 1/17/2012 | 1 | F | 13 | 2 | 97,898 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00085429 | Real Property Program Speciali | Jackson Jr.,Michael Edward | 9/22/2014 | 1 | F | 11 | 2 | 68,680 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00004683 | Appraiser | Jackson Jr.,Reginald | 11/13/2007 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00014545 | Tax Examining Technician | Jackson,Aaron V | 1/20/1998 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00098124 | ACCOUNTS PAYABLE SUPV | Jackson,Catrina Anita | 10/13/1998 | DIFS Capital | F | 14 | 9 | 140849 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00014051 | Appraiser | Jackson,Ellis | 9/24/2001 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00000501 | Appraiser | Jackson,Robert E | 11/18/2013 | 1 | F | 13 | 3 | 100,940 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00040326 | Supervisory Revenue Accounting | Jackson,Tamika | 10/30/2006 | 1 | F | 14 | 6 | 130,072 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00017883 | SENIOR MGR OPERATIONS ADMIN | Jackson,Vanessa F | 3/3/1985 | 1 | F | 14 | 10 | 144,441 | Reg | 2000 | Fin Operations & Sys | 20106 | 0100 |
| 00098129 | ACCOUNTING OFFICER | Jackson,Winston | 7/6/1998 | DIFS Capital | F | 15 | 7 | 156915 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00002543 | Chief of Staff | Jacobs,Angell J | 8/14/2000 | 1 | F | 18 | 10 | 229,264 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00018275 | Appraiser | Jacobs,Kim V | 1/9/1985 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00013397 | Cash Operations Manager | Jacobus,Sarah L | 10/29/2018 | 1 | F | 13 | 9 | 119,187 | Reg | 7000 | Finance & Treasury | 70405 | 0100 |
| 00028080 | Director, Real Property Tax Ad | Jadrijevic,Vladimir | 9/15/2008 | 1 | F | 16 | 7 | 187,393 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00039261 | Cash and Investment Manager | Jaeger,Jessica M | 1/6/2020 | 1 | F | 15 | 6 | 152,705 | Term | 7000 | Finance & Treasury | 70306 | 0100 |
| 00001634 | REVENUE OFFICER | James,Deirdra W | 1/18/2000 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00008897 | LEGAL INSTRUMENTS EXAMINER | James,Michelle A | 1/7/2019 | 1 | F | 8 | 2 | 51,807 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00025898 | Real Property Program Speciali | James,Santhosh | 6/11/2018 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - RPTA | 50209 | 0100 |
| 00040354 | Auditor (Tax) | Janifer,Valetta | 2/6/2006 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00007705 | AUDITOR | Jefferies,Kathryn M | 6/9/1997 | 1 | F | 13 | 10 | 122,228 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00009582 | SUPV REVENUE OFFICER | Jeter,Stephanie P. | 3/20/2005 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00003965 | Appraiser | Jeter,Wanda | 9/13/1999 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00011055 | Information Technology Manager | Jillumudi,Kalyan | 4/28/2008 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00085442 | Fiscal Analyst | Johansson,Peter Joakim | 6/15/2015 | 1 | F | 14 | 6 | 130,072 | Reg | 4000 | Revenue Analysis | 40804 | 0100 |
| 00028191 | Auditor (Tax) | John,Swamidoss | 4/4/2005 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |

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|----------|--------------------------------|----------------------------|------------|--------------|---|----|----|---------|-----|------|--------------------------------|-------|------|
| 00000846 | Senior Criminal Investigator | Johnson,Allen L | 1/22/2008 | 1 | F | 14 | 6 | 130,072 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00035808 | ASST GEN COUNSEL | Johnson,Antar C. | 3/12/2001 | 1 | F | 15 | 8 | 161,127 | Reg | 1000 | Executive Office | 10305 | 0619 |
| 00001546 | Operating Budget Analyst | Johnson,Carmelita S | 3/18/2019 | 1 | F | 12 | 4 | 89,998 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00015614 | ACCOUNTING TECH | Johnson,Crystal Y | 3/31/1997 | 1 | F | 9 | 8 | 67,579 | Reg | 2000 | Fin Operations & Sys - PRS | 20705 | 0602 |
| 00023626 | Program Analyst | Johnson,Desiree M | 1/6/1986 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00014786 | Auditor (Tax) | Johnson,Jawanza | 1/27/2003 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00024554 | SENIOR ACCOUNTANT | Johnson,Jershel | 3/7/2016 | 1 | F | 13 | 1 | 94,857 | Reg | 2000 | Fin Operations & Sys | 20301 | 0100 |
| 00020148 | Pensions Benefits Specialist | Johnson,Keith | 7/11/2016 | 1 | F | 9 | 5 | 62,286 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0712 |
| 00091432 | Customer Service Tax Specialis | Johnson,Lemar D | 10/2/2017 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00020327 | INFORMATION TECHNOLOGY SPECIAL | Johnson,Malcolm M | 1/21/2009 | 1 | F | 14 | 8 | 137,255 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00024778 | Appraiser | Johnson,Martell | 12/5/2011 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00016698 | Pension Benefits Specialist | Johnson,Mary E | 1/19/1999 | 1 | F | 11 | 9 | 83,646 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0712 |
| 00001824 | CONTROLLER | Johnson,Michell A | 6/22/1998 | 1 | F | 15 | 10 | 169,548 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00022312 | Real Property Program Speciali | Johnson,Natalie M | 3/21/2016 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00006828 | Supervisory Customer Service S | Johnson,Perry | 4/8/2013 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00099265 | Real Property Program Speciali | Johnson,Robert E | 2/17/1998 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00078293 | REVENUE OFFICER | Johnson,Tamasha L | 11/5/2012 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00022949 | Customer Service Tax Specialis | Johnson,Tyrease Yvonne | 8/8/2016 | 1 | F | 9 | 2 | 56,994 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00006021 | Payroll Specialist | Johny,Pathrose | 2/25/2002 | 1 | F | 11 | 7 | 79,370 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00021600 | ACCOUNTANT | Jones,Abigail | 11/9/2009 | 1 | F | 12 | 7 | 97,664 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00006155 | Tax Fraud Specialist | Jones,Amie Nicole | 10/7/2013 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00040146 | FINANCIAL ANALYST | Jones,Antesha | 3/17/2008 | 1 | F | 12 | 2 | 84,888 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00028119 | Tax Examining Technician | Jones,Darleen D | 8/8/2005 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00085549 | HR Specialist | Jones,Jacqueline Elizabeth | 12/1/2014 | 1 | F | 13 | 10 | 97,782 | Reg | 1000 | Office of Human Resources | 10614 | 0100 |
| 00086210 | LEGAL INSTRUMENTS EXAMINER | Jones,Jenee M | 10/15/2019 | 1 | F | 8 | 3 | 53,407 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00017786 | Appraiser | Jones,Leighton Ian michael | 10/26/1987 | 1 | F | 13 | 9 | 119,186 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00033241 | EXECUTIVE ASST | Jones,Lynnette | 10/1/2002 | 1 | F | 14 | 8 | 137,256 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00022932 | Tax Examining Technician | Jones,Sarita | 8/20/2007 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00016838 | FINANCIAL MGR | Jones,Tyrone | 8/5/2002 | 1 | F | 14 | 9 | 140,849 | Reg | 7000 | Finance & Treasury | 70106 | 0100 |
| 00009290 | Integrity & Oversight Coordina | Jordan,Jessica | 4/2/2018 | 1 | F | 11 | 2 | 68,677 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00098121 | AGENCY FISCAL OFFICER | Jose,Robert W | 1/5/1998 | DIFS Capital | F | 16 | 9 | 190773 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00000108 | AUDITOR | Jowi,Elizabeth M | 8/30/1999 | 1 | F | 14 | 8 | 137,256 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00010374 | CUSTOMER SERVICE SPECIALIST/TE | Joyner,Deborah | 12/18/2000 | 1 | F | 11 | 9 | 83,651 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00007844 | Auditor (Tax) | Jules,Merlyn | 7/20/2009 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00013775 | Director Financial Control & R | Kahsay,Mulu W. | 10/20/2014 | 1 | F | 16 | 3 | 167,276 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00017276 | Financial Systems & Accounting | Kamara,Marie B | 12/5/1988 | 1 | F | 15 | 0 | 150,600 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00035944 | Assistant General Counsel | Kamboh,Sonia | 11/24/2008 | 1 | F | 15 | 6 | 152,705 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00000755 | Tax Examining Technician | Kandinda,Willem | 3/3/1997 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00040328 | Tax Examining Technician | Kearney,Aisha N | 8/27/2012 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078301 | CONTRACT SPECIALIST | Kebede,Yemarschet | 4/14/2008 | 1 | F | 13 | 5 | 107,022 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00048190 | Program Manager | Keifer,James | 9/14/2009 | 1 | F | 15 | 6 | 152,705 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00007550 | Quality Controls Specialist | Kenner,Karen | 11/28/2016 | 1 | F | 12 | 6 | 95,109 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00016045 | STAFF ASSISTANT | Key,Roderica O | 6/12/2017 | 1 | F | 9 | 2 | 56,993 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00016672 | Customer Service Representativ | Khaalid,Rashaad | 4/6/2015 | 1 | F | 8 | 5 | 56,607 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |

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|----------|--------------------------------|---------------------------|------------|---|---|----|----|---------|-----|------|--------------------------------|-------|------|
| 00085158 | Tax Fraud Technician | Kidd,Roland Debois | 3/23/2015 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00003782 | Appraiser | Kilborn,Jeremy N. | 9/25/2000 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00014182 | Revenue Accounting Specialist | Kim,Tae | 11/13/2007 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00007807 | Supervisory Auditor (Complianc | Kindred,Robert D | 3/5/2018 | 1 | F | 15 | 5 | 148,496 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00011023 | PAYROLL TECH | Kirkland,Joan | 2/1/1988 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00005761 | Fiscal Analyst | Kirrane,Brian P | 11/9/2009 | 1 | F | 15 | 3 | 140,075 | Reg | 4000 | Revenue Analysis | 40701 | 0100 |
| 00096951 | Data Analyst | Klocinski,Melissa A | 8/19/2019 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00007720 | Revenue Accounting Manager | Klugh,Leslie | 10/1/1994 | 1 | F | 15 | 7 | 156,915 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00018673 | Customer Service Specialist | Knight,Arven Allen | 7/9/2007 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00014009 | Director, Tax Systems Group | Kommuri,Satyanarayana V | 10/15/2007 | 1 | F | 16 | 6 | 182,363 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00098104 | Cluster Accounting Analyst | Kpabitey,Elizabeth Yarkor | 6/16/2014 | 1 | F | 14 | 7 | 133,664 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00028128 | Auditor (Tax) | Kumeh,Marcus S | 4/17/2005 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00006696 | Senior Auditor (Tax) | Kurian,Geemon | 5/14/2006 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00022206 | Financial Systems Specialist | Lahai,Edmond | 8/8/2016 | 1 | F | 12 | 5 | 92,554 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00028152 | Tax Examining Technician | Lamb,LaJuan | 2/20/2006 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00008467 | Appraiser | Lambert Jr,Sherman Luis | 6/29/2015 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00032736 | Appraiser | Lambert,Jeffrey A | 4/29/2019 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00076891 | Customer Service Representativ | Lambright,Tonya Lashawn | 11/4/2013 | 1 | F | 7 | 6 | 26,831 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00033961 | Fiscal Analyst | Lang,Kevin | 2/9/2015 | 1 | F | 14 | 4 | 122,887 | Reg | 4000 | Revenue Analysis | 40701 | 0100 |
| 00063434 | Fiscal Analyst | Lantinen,Jamie | 2/6/2006 | 1 | F | 15 | 6 | 152,705 | Reg | 4000 | Revenue Analysis | 40701 | 0100 |
| 00011162 | DIR CUSTOMER SVC ADMIN | Lanum,Edith W | 4/18/2016 | 1 | F | 16 | 4 | 172,305 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00023022 | Real Property Program Speciali | Larkins,Veronica Dormae | 4/7/2014 | 1 | F | 9 | 2 | 56,994 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00028086 | Financial Analyst | Latta,Treina | 4/4/2016 | 1 | F | 9 | 1 | 55,229 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00040382 | Appraiser | Lavela,Joel B | 11/13/2017 | 1 | F | 11 | 1 | 66,542 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00027083 | Accounting Technician | Lawrence,Brittney L | 6/16/2014 | 1 | F | 8 | 5 | 56,607 | Reg | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00026519 | ACCOUNTING TECH | Layton,Rosemary | 1/5/1987 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00027456 | PAYROLL TECH | Leary,Carole | 6/29/2015 | 1 | F | 8 | 10 | 64,607 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0602 |
| 00009403 | Administrative Coordinator | Lee,Ashley | 8/25/2014 | 1 | F | 11 | 1 | 66,538 | Reg | 2000 | Fin Operations & Sys | 20101 | 0100 |
| 00013340 | DEPUTY CFO FOR POLICY | Lee,Fitzroy A | 7/2/2001 | 1 | F | 18 | 4 | 214,064 | Reg | 4000 | Revenue Analysis | 40104 | 0100 |
| 00085437 | Financial Investments Manager | Lee,Grace | 1/23/2017 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00007699 | EXECUTIVE ASST | Lee,Laverne | 10/22/2001 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00017144 | Supervisory Information Techno | Lee,Tonia | 6/12/2006 | 1 | F | 14 | 5 | 126,479 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00006986 | Financial Reporting and Accoun | Lendi,Outieyemb S | 8/13/2012 | 1 | F | 14 | 5 | 126,479 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00028103 | Supervisory Auditor (Tax) | LeSane,James | 4/3/2005 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00012177 | LEGAL INSTRUMENTS EXAMINER | Letherer,Susan E | 6/19/1995 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00033200 | ASSOC GEN COUNSEL | Levine,Alan | 4/17/2006 | 1 | F | 16 | 10 | 190,773 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00040380 | Appraiser | Levy,Alan | 9/17/2007 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00048185 | CLERICAL ASSISTANT | Lewis,Ashley N | 2/22/2016 | 1 | F | 6 | 3 | 44,135 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00004614 | Payroll Operations Officer | Lewis,Chanel Elaine | 12/21/1981 | 1 | F | 13 | 7 | 113,104 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00028174 | CUSTOMER SERVICE SPEC | Lewis,Joan P | 3/2/2009 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00025965 | SENIOR REVENUE OFFICER | Lewis,Shamica | 1/8/2009 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00004801 | Customer Service Tax Specialis | Lewter,Hakim T | 3/21/2016 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00008624 | DIR OF OPERATIONS | Liggins,Eva M | 12/5/2011 | 1 | F | 17 | 3 | 195,477 | Reg | 5000 | Tax & Revenue - DCFO | 50101 | 0100 |
| 00027212 | Customer Service Tax Specialis | Lightfoot,Rashawnda Y | 12/10/2018 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |

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|----------|--------------------------------|-----------------------------|------------|--------------|---|----|----|---------|-----|------|--------------------------------|-------|------|
| 00040333 | SENIOR REVENUE OFFICER | Lindsay,Dominique | 9/17/2007 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00094858 | Collections Representative | Linn,Joshua M | 8/5/2019 | 1 | F | 7 | 1 | 45,721 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00007879 | CONTRACT SPECIALIST | Lloyd,Peter | 5/25/1997 | 1 | F | 13 | 8 | 116,146 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10504 | 0100 |
| 00016692 | STAFF ASSISTANT | Locker,Stacey E | 4/2/2018 | 1 | F | 9 | 1 | 55,229 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00040374 | Real Property Program Speciali | Logan,Byron W | 5/19/2014 | 1 | F | 12 | 4 | 89,997 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00093455 | Collections Representative | Logan,Chadiamond T | 1/7/2019 | 1 | F | 7 | 2 | 47,309 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00005536 | Quality Controls Specialist | Lomax,Karen Donnise | 8/31/2008 | 1 | F | 12 | 3 | 87,443 | Reg | 2000 | Fin Operations & Sys - PRS | 20705 | 0712 |
| 00017739 | Supervisory Appraiser | Loney,Gerald Quincy | 8/17/2009 | 1 | F | 14 | 7 | 133,664 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00020543 | SUPV REVENUE OFFICER | Loster,Jennifer | 12/12/2005 | 1 | F | 13 | 9 | 119,187 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00100163 | HR Business Partner | Lott,Davita S | 1/21/2020 | 1 | F | 13 | 8 | 116,146 | Reg | 1000 | Office of Human Resources | 10602 | 0100 |
| 00005374 | AUDITOR | Louis,Vanyna M | 6/3/2013 | 1 | F | 13 | 1 | 94,857 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00006456 | Tax Examining Technician | Lovelace,Tyri S | 2/2/1998 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00004888 | AUDIT MGR | Lowe,Norman A | 2/4/2019 | 1 | F | 14 | 8 | 137,256 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00007546 | PROGRAM ANALYST | Lucas Greene,Valerie | 5/12/1997 | 1 | F | 12 | 10 | 105,330 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00044453 | Training & Development Special | Lucas,Pamela D | 1/22/2019 | 1 | F | 13 | 7 | 113,104 | Reg | 1000 | Office of Human Resources | 10701 | 0100 |
| 00011116 | Tax Examining Technician | Luckie,Melissa Latoya | 12/1/2014 | 1 | F | 8 | 4 | 55,007 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00028192 | DIR MGMT & ADMIN | Lundquist,Paul C | 5/12/1986 | 1 | F | 17 | 10 | 200,003 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10108 | 0100 |
| 00094867 | REVENUE OFFICER | Lycorish,Rhonda | 3/30/2009 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021614 | Supervisory Returns Processing | Lynn,Juanita | 3/26/2000 | 1 | F | 12 | 6 | 95,109 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00016741 | Tax Fraud Specialist | Mack,Bobbie | 3/2/2009 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00033968 | Senior Auditor (Tax) | Mack,Richard J | 3/20/2005 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00016752 | Support Services Assistant | Mackall,Kenneth A | 1/7/1986 | 1 | F | 8 | 10 | 64,607 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10815 | 0100 |
| 00019628 | Supervisory Returns Processing | Magby,Sylvia M | 10/9/1990 | 1 | F | 15 | 7 | 156,915 | Reg | 5000 | Tax & Revenue - RPA | 50208 | 0100 |
| 00028081 | Tax Fraud Specialist | Mahaffey,Natalie | 11/19/2012 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00028171 | Paralegal Specialist | Maiben,Yolanda | 2/28/2000 | 1 | F | 13 | 8 | 116,146 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00005857 | Information Technology Special | Makarova,Zhanna | 10/9/2001 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00027746 | Information Technology Special | Malay,Anantha | 10/26/2009 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00026199 | Criminal Investigator | Malette,Debra W | 8/6/2018 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00099964 | Unclaimed Property Specialist | Malik,Aleem A | 5/18/2015 | 1 | F | 9 | 4 | 60,522 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00024484 | Criminal Investigator | Manser,Donald W | 2/21/2017 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00048175 | Tax Fraud Specialist | Marshall,Pita-Gaye | 4/17/2005 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00091435 | Customer Service Tax Specialis | Martin,Angela B | 5/1/2017 | 1 | F | 9 | 2 | 56,994 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00096960 | Unclaimed Property Coordinator | Martin,Ned B | 4/15/2019 | 1 | F | 11 | 9 | 83,651 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00020644 | Lead Customer Service Tax Spec | Martinez-Quintanilla,Ana T. | 8/21/2007 | 1 | F | 11 | 2 | 68,677 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00011122 | STAFF ASSISTANT | Mason,Annette J | 1/4/2001 | 1 | F | 9 | 10 | 71,107 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00016181 | Tax Examining Technician | Mason,Cynthia Yvette | 4/20/2015 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00015258 | Program Analyst | Mason,Jacqueline | 2/5/2007 | 1 | F | 14 | 6 | 130,072 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00015564 | Appraiser | Massac,J. Nadiyah | 11/28/2005 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00033969 | Auditor (Tax) | Massey,Marshia V | 8/5/2007 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028097 | Revenue Accounting Specialist | Matthews,Stacey | 1/9/2006 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00098109 | Director of Policy & Procedure | Matthias,Wilma | 6/9/1997 | DIFS Capital | F | 16 | 10 | 190773 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |
| 00024586 | Auditor (Tax) | Mbanefo,Vincent N | 3/23/1992 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00082824 | ASST GEN COUNSEL | McArthur,Christopher E | 11/12/2019 | 1 | F | 14 | 1 | 112,110 | Reg | 1000 | Executive Office | 10305 | 0619 |
| 00023475 | Support Services Assistant | McClure,Harold | 6/12/2006 | 1 | F | 8 | 10 | 64,607 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10813 | 0100 |

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|----------|--------------------------------|------------------------|------------|---|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00013116 | DEPUTY CFO | Mcdonald,Gordon M | 1/6/2020 | 1 | F | 18 | 4 | 107,032 | Temp | 3000 | Budget and Planning | 30101 | 0100 |
| 00026805 | LEGAL INSTRUMENTS EXAMINER | McDonald,Tameka | 6/26/2006 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00026324 | SENIOR REVENUE OFFICER | Mcdonald,Teresa A | 1/17/1984 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00040336 | Senior Auditor (Tax) | Mcdowell,Wilma M | 1/30/1989 | 1 | F | 13 | 9 | 119,186 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00048174 | REVENUE OFFICER | MCEACHIN,JAMES C | 9/6/2005 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00014025 | IT Specialist (OS) | McGrath,Patrick | 9/28/2009 | 1 | F | 12 | 10 | 105,339 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00002055 | Revenue Operations Officer | McKenzie,Donna J | 1/9/1984 | 1 | F | 14 | 6 | 130,072 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00033216 | DEPUTY ASSOC GEN COUNSEL | McKeon Jr.,Robert W | 3/2/1998 | 1 | F | 16 | 10 | 190,773 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00003887 | FINANCIAL ANALYST | Mclaughlin-keys,Paula | 5/7/2001 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70203 | 0100 |
| 00026081 | Tax Examining Technician | McMillan,Myiah Jeanean | 4/20/2015 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00040373 | Lead Tax Fraud Specialist | McNair,Robert | 1/21/2005 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00027717 | Accounting Manager | McNaughton,Michelle N | 12/22/2008 | 1 | F | 15 | 4 | 144,285 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00083704 | Quality Assurance Specialist | McRae,Tamika | 12/25/2006 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00018214 | Support Services Assistant | Medley Jr.,William H | 7/5/1998 | 1 | F | 8 | 10 | 64,607 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10815 | 0100 |
| 00015926 | Cluster Accounting Analyst | Mekonnen,Teddy | 1/25/2016 | 1 | F | 14 | 1 | 112,110 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00012091 | Auditor (Tax) | Menan,Genevieve | 7/2/2012 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00078283 | Senior Appraiser | Menkes,Rafael | 8/3/2009 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00004636 | Appraiser | Mercado,Wilbert M. | 5/8/2000 | 1 | F | 12 | 6 | 95,111 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00028072 | CLERICAL ASSISTANT | Meredith,Denise | 7/19/1999 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00008390 | Fiscal Analyst | Metcalf,Lori Leigh | 9/9/2013 | 1 | F | 15 | 4 | 144,285 | Reg | 4000 | Revenue Analysis | 40802 | 0100 |
| 00024251 | Program Analyst | Mihsun,Thaddina D | 10/16/2006 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPA | 50704 | 0100 |
| 00024855 | STAFF ASSISTANT | Miles,Sharron D | 5/26/2015 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00015475 | ADMIN ASST | Milford,Roneilia Kim | 5/1/2006 | 1 | F | 11 | 8 | 81,512 | Reg | 4000 | Revenue Analysis | 40305 | 0100 |
| 00033524 | Financial Systems Analyst II | Miller,Darryl L | 1/14/1991 | 1 | F | 13 | 10 | 122,228 | Reg | 3000 | Budget and Planning | 30401 | 0100 |
| 00099263 | Unit Manager | Miller,Walter | 12/3/2001 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00006772 | STAFF ASSISTANT | Minor,Chrishelle C | 5/2/2016 | 1 | F | 9 | 5 | 62,286 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10505 | 0100 |
| 00033798 | Auditor (Tax) | Mintac,Marilou R | 3/13/1997 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00008931 | Appraiser | Minton,Richard M | 2/3/2020 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50210 | 0100 |
| 00008252 | ACCOUNTANT | Mirra,Rita Tesfaye | 11/4/2013 | 1 | F | 12 | 3 | 87,443 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00011087 | INFO TECH MGR | Mital,Linda | 7/23/2007 | 1 | F | 15 | 9 | 165,336 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00075265 | ACCOUNTANT | Mitiku,Dejene A | 12/9/2019 | 1 | F | 9 | 3 | 58,758 | Term | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00025645 | COMPUTER OPERATOR | Mobley,Charles E | 11/13/1989 | 1 | F | 8 | 10 | 64,607 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00026788 | Director, Revenue Accounting A | Molina,Humberto | 10/12/1999 | 1 | F | 16 | 10 | 190,773 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00085934 | Real Property Program Speciali | Molla,Aynalem | 10/19/2015 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00022571 | Payroll Operations Supervisor | Momoh,Pius A | 11/8/1999 | 1 | F | 12 | 7 | 97,664 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00008775 | Accounting Technician | Montgomery,India D | 11/12/2019 | 1 | F | 7 | 1 | 45,718 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00001239 | Senior Criminal Investigator | Montgomery,Michael D | 8/2/2010 | 1 | F | 14 | 6 | 130,072 | Reg | 8000 | Integrity & Oversight | 80206 | 0100 |
| 00021728 | Payroll Technician | Montiel,Vanessa C | 2/19/2019 | 1 | F | 7 | 5 | 52,074 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00021514 | Appraiser | Moon,Juyoung | 7/8/2019 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00011006 | Logistics Management Specialis | Moon,Maria D | 7/23/2018 | 1 | F | 12 | 4 | 89,998 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10813 | 0100 |
| 00026341 | STAFF ASSISTANT | Moore,Jeanette | 12/15/1997 | 1 | F | 9 | 10 | 71,107 | Reg | 7000 | Finance & Treasury | 70107 | 0100 |
| 00100117 | Human Resources Coordinator | Moore,Kaiya B | 6/11/2018 | 1 | F | 9 | 5 | 62,286 | Term | 1000 | Office of Human Resources | 10614 | 0100 |
| 00091434 | Customer Service Tax Specialis | Moore,Nicole R | 2/21/2017 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00012339 | Budget Administration Analyst | Moore,Robin Fikes | 3/31/2008 | 1 | F | 14 | 4 | 122,887 | Reg | 3000 | Budget and Planning | 30701 | 0100 |

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|----------|--------------------------------|---------------------------|------------|--------------|---|----|----|---------|------|------|---------------------------|-------|------|
| 00028165 | Fiscal Analyst | Moored,Ginger M. | 12/2/2013 | 1 | F | 14 | 6 | 130,072 | Reg | 4000 | Revenue Analysis | 40301 | 0100 |
| 00040331 | REVENUE OFFICER | Mooring,Douglas N | 12/17/2001 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00085466 | Unit Manager | Moreland,Helaine | 5/26/2009 | 1 | F | 13 | 2 | 97,898 | Reg | 5000 | Tax & Revenue - RPTA | 50502 | 0100 |
| 00013282 | Executive Director, Human Reso | Moreland,LaSharn | 11/10/2008 | 1 | F | 17 | 9 | 200,003 | Reg | 1000 | Office of Human Resources | 10605 | 0100 |
| 00075255 | Policy Analyst | Moreno Mora,Nancy | 7/22/2019 | 1 | F | 13 | 6 | 110,063 | Reg | 7000 | Economic Devel Finance | 40501 | 0100 |
| 00013188 | ASST GEN COUNSEL | Morgan,Chaia Rebecca Odor | 3/10/2014 | 1 | F | 15 | 5 | 148,496 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00048168 | SUPV REVENUE OFFICER | Morley,Janine | 7/24/2005 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00022955 | Returns Processing Assistant | Morton,Shala T. | 8/7/2005 | 1 | F | 7 | 9 | 58,430 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00078272 | Revenue Accounting Specialist | Mosby,Alicia | 4/17/2005 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00027110 | Financial Analyst | Mosby,Michelle Teresa | 1/3/2011 | 1 | F | 11 | 5 | 75,094 | Reg | 7000 | Finance & Treasury | 70407 | 0100 |
| 00022726 | BUDGET ANALYST | Mosley,Corey D | 7/23/2018 | 1 | F | 12 | 9 | 102,775 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104B1 | 0100 |
| 00083702 | Customer Service Tax Specialis | Moss,Julie A | 9/16/2019 | 1 | F | 7 | 6 | 26,831 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00050909 | Customer Service Representativ | Moten,Michelle | 1/24/2005 | 1 | F | 8 | 10 | 64,606 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00094850 | Banking Analyst | Moulinier,Johann A | 7/9/2018 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00085933 | Customer Service Specialist | Moxley,Karrington M | 11/2/2015 | 1 | F | 9 | 4 | 60,522 | Term | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00025392 | Auditor (Tax) | Moxley,Rene J | 3/16/1998 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00006860 | Customer Service Specialist | Muboriz,Roxana | 7/14/2014 | 1 | F | 9 | 4 | 60,522 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00007028 | Fiscal Analyst | Muhammad,Daniel | 10/22/2000 | 1 | F | 15 | 8 | 161,127 | Reg | 4000 | Revenue Analysis | 40302 | 0100 |
| 00077980 | Financial Medicaid Advisor | Mulaw,Seblewengel | 12/7/2008 | 1 | F | 14 | 2 | 115,702 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00040349 | Tax Examining Technician | Mulheron,Adiyba | 7/23/2007 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0720 |
| 00006345 | ACCOUNTANT | Murat,Verline | 12/11/2017 | 1 | F | 12 | 10 | 105,330 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00028091 | Appraiser | Murphy,Clinton Justin | 12/26/2006 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00006436 | HR Supervisor, Recruitment & A | Myers,Felicia Marie | 2/29/2016 | 1 | F | 14 | 4 | 122,887 | Reg | 1000 | Office of Human Resources | 10616 | 0100 |
| 00027753 | OFFICE MGR | Myers,Margaret A l m | 12/18/1989 | 1 | F | 14 | 10 | 144,441 | Reg | 3000 | Budget and Planning | 30102 | 0100 |
| 00098087 | DEPUTY DIRECTOR FOR BUDGET ADM | Myers,Randall | 11/19/2000 | DIFS Capital | F | 15 | 5 | 148496 | Reg | 3000 | Budget and Planning | 50000 | 0304 |
| 00021426 | RETURNS PROCESSING CLERK | Myers,Resha | 7/9/2007 | 1 | F | 7 | 7 | 55,252 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00019044 | Tax Examining Technician | Myles,Tara A | 3/3/1997 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00016634 | Tax Examining Technician | Myles,Toy A | 3/26/2000 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50703 | 0100 |
| 00001765 | INVESTIGATOR | Nash,Gregory | 4/17/2018 | 1 | F | 13 | 9 | 119,187 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00038611 | Appraiser | Nelson Jr.,William R | 8/13/2001 | 1 | F | 14 | 10 | 144,441 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00015975 | STAFF ASSISTANT | Nelson,Sharon | 9/26/2001 | 1 | F | 11 | 9 | 83,651 | Reg | 3000 | Budget and Planning | 30107 | 0100 |
| 00004734 | EXECUTIVE ASST | Newman Dickerson,Dora A | 1/4/1998 | 1 | F | 13 | 10 | 122,228 | Reg | 4000 | Revenue Analysis | 40109 | 0100 |
| 00037384 | Exemption Specialist | Newman,Lisa M | 6/6/1983 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - RPTA | 50210 | 0100 |
| 00021201 | MANAGEMENT ANALYST | Newman,Mia | 6/8/2009 | 1 | F | 12 | 7 | 97,664 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00098134 | Financial Analyst | Nguyen,Binh T | 6/24/2019 | DIFS Capital | F | 9 | 6 | 64050 | Term | 7000 | Finance & Treasury | 50000 | 0304 |
| 00085433 | Accounting Technician | Nguyen,Nga | 3/2/2020 | 1 | F | 7 | 1 | 45,721 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00013688 | DIR OF ECON AFFAIRS | Niami,Farhad | 7/16/2001 | 1 | F | 16 | 10 | 190,773 | Reg | 4000 | Revenue Analysis | 40809 | 0100 |
| 00033234 | EDUCATION SPEC | Niemiec,Brian B | 11/4/2013 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Office of Human Resources | 10701 | 0100 |
| 00001757 | Senior Auditor (Tax) | Nixon,Darryl M | 4/26/1971 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00033150 | Senior Operating Budget Analys | Nixon,Latasha L | 12/30/2013 | 1 | F | 13 | 5 | 107,022 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00000388 | Supervisory Appraiser | No,Scott | 4/13/2009 | 1 | F | 14 | 3 | 119,295 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00013967 | Appraiser | Norman Jr.,Parker C | 7/20/2009 | 1 | F | 13 | 7 | 113,104 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00085872 | FINANCIAL ANALYST | Nzioki,Joseph Katumo | 3/23/2015 | 1 | F | 12 | 4 | 89,998 | Reg | 7000 | Finance & Treasury | 70604 | 0721 |
| 00012889 | Unclaimed Property Specialist | Obiago,Jane N | 12/3/1997 | 1 | F | 11 | 6 | 77,234 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |

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| | | | | | | | | | | | | | |
|----------|--------------------------------|---------------------------|-----------|--------------|---|----|----|----------|------|------|--------------------------------|-------|------|
| 00018525 | Supervisory Auditor (Tax) | Obikoya,Olufemi A | 3/18/2007 | 1 | F | 14 | 8 | 137,256 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00094866 | Revenue Officer | Oh,Tim | 7/23/2018 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00020286 | PROGRAM ANALYST | Ohigata Bridges,Mizuki | 1/5/1998 | 1 | F | 13 | 9 | 119,187 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00027255 | CUSTOMER SERVICE SPEC | Oliver,Joy Christeena | 6/29/2015 | 1 | F | 9 | 4 | 60,522 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00048166 | Senior Auditor (Tax) | Oluyole,John | 3/30/2009 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00027596 | DEPUTY CONTROLLER | Omisore,Oladiji | 6/18/2001 | 1 | F | 17 | 6 | 195,477 | Reg | 2000 | Fin Operations & Sys | 20102 | 0100 |
| 00008427 | Chief Appraiser | Omotoso,Olufemi A | 6/22/2009 | 1 | F | 15 | 5 | 148,496 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00021743 | REVENUE OFFICER | O'Neal,JoAnne | 2/17/2009 | 1 | F | 11 | 8 | 81,508 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021521 | Cash Modeling/Cash Forecasting | O'Rielly,Sarah E | 3/10/2014 | 1 | F | 15 | 6 | 152,705 | Reg | 7000 | Finance & Treasury | 70304 | 0100 |
| 00017467 | SENIOR ACCOUNTANT | Osei,Mabel | 6/2/2014 | 1 | F | 13 | 4 | 103,981 | Term | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00098091 | Financial Systems Analyst III | Osorio,Carlotta | 5/10/1999 | DIFS Capital | F | 14 | 10 | 144441 | Reg | 3000 | Budget and Planning | 50000 | 0304 |
| 00013227 | Fiscal Analyst | Otabor,Charlotte Otasowie | 2/9/2015 | 1 | F | 14 | 3 | 119,295 | Reg | 4000 | Revenue Analysis | 40306 | 0100 |
| 00026634 | STAFF ASSISTANT | Owens,Robin Cassandra | 1/25/1993 | 1 | F | 11 | 7 | 79,373 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00040324 | CLERICAL ASSISTANT | Paige,Lotlena D | 9/19/2016 | 1 | F | 6 | 10 | 54,201 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00032695 | Auditor (Tax) | Papali,Ken | 10/3/2004 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00003385 | Financial Reporting and Contro | Parker,Deena P | 11/9/2009 | 1 | F | 15 | 3 | 140,075 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00040353 | REVENUE OFFICER | Parker,Gail | 8/4/1997 | 1 | F | 11 | 7 | 79,370 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00085439 | LEGAL INSTRUMENTS EXAMINER | Parker,Veronica W | 2/25/2002 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00023683 | Program Analyst | Parks,Darlene | 3/2/2009 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00012976 | DIR OF RETURNS PROCESSING | Parran,Joseph W. | 6/8/2009 | 1 | F | 16 | 7 | 187,393 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00001717 | Lead, Criminal Investigator | Passmore,Robert Roy | 5/5/2014 | 1 | F | 14 | 7 | 137,984 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00032523 | Budget Technician | Pate,Mishae L | 10/1/2018 | 1 | F | 7 | 2 | 47,309 | Reg | 3000 | Budget and Planning | 30701 | 0100 |
| 00005926 | Senior Auditor (Tax) | Paul,Paul Mangalath | 4/22/2002 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00020431 | Supervisory Information Techno | Payne,Deborah Mathis | 6/1/1981 | 1 | F | 14 | 8 | 137,256 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00098112 | Financial Systems Specialist | Payton,Norma G | 11/9/1981 | 1 | F | 12 | 10 | 105,339 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00011345 | LEGAL INSTRUMENTS EXAMINER | Pendergraff,Coreen I | 9/5/2017 | 1 | F | 8 | 3 | 53,407 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00035940 | ASST GEN COUNSEL | Pepperman,Tracy | 4/30/2018 | 1 | F | 15 | 9 | 165,336 | Reg | 1000 | Executive Office | 10318 | 0619 |
| 00005147 | PAYROLL TECHNICIAN | Perez,Ester O | 1/24/1994 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00028131 | Senior Auditor (Tax) | Perry,Akwilina | 2/17/2009 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00017425 | Information Technology Special | Perry,Darleen Patricia | 3/10/1981 | 1 | F | 13 | 8 | 116,145 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00023319 | Government Information Special | Peters,Tracye Yvette | 5/2/2005 | 1 | F | 13 | 9 | 119,187 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00036393 | Human Resources Assistant | Peterson,Kadeeja J | 6/24/2019 | 1 | F | 7 | 8 | 56,837 | Reg | 1000 | Office of Human Resources | 10616 | 0619 |
| 00085664 | Risk and Compliance Specialist | Peterson,Ronald Hayden | 2/9/2015 | MRPTS Capita | F | 14 | 0 | 138511.1 | Reg | 1000 | Executive Office | 50000 | 0300 |
| 00012642 | LEGAL INSTRUMENTS EXAMINER | Pettway,Sylvia A | 3/24/1986 | 1 | F | 8 | 10 | 64,607 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00020781 | Pension Benefits Specialist | Phillips,Gloria | 12/1/2014 | 1 | F | 11 | 5 | 75,094 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0712 |
| 00078279 | Tax Examining Technician | Phillips,Joel | 3/3/2008 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00028129 | Tax Fraud Manager | Phillips,Sabrina M | 10/1/1997 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00070277 | CONTRACT SPEC | Pierson,Lisa R | 3/31/2008 | 1 | F | 14 | 8 | 137,256 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00011174 | ASSOC TREASURER | Pigler,Carmen Celeste | 7/27/2015 | 1 | F | 16 | 5 | 177,335 | Reg | 7000 | Finance & Treasury | 70202 | 0100 |
| 00093457 | Collections Representative | Pinckney,Tamika | 2/2/2020 | 1 | F | 9 | 7 | 65,815 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00022633 | Director of Information System | Pinder,Sandra | 2/2/2009 | 1 | F | 16 | 8 | 190,773 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00002757 | IT SPEC (APPSW) | Pittu,Ravi | 10/2/2017 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00013032 | DIR ACCOUNTING OPS | Pivec,David | 7/24/2006 | 1 | F | 16 | 5 | 177,335 | Reg | 2000 | Fin Operations & Sys | 20204 | 0100 |
| 00091440 | Appraiser | Pokrywka,Brandon M | 3/20/2017 | 1 | F | 13 | 2 | 97,899 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |

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| | | | | | | | | | | | | | |
|----------|--------------------------------|---------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00019590 | Real Property Program Speciali | Polido,Lota | 8/22/2016 | 1 | F | 12 | 1 | 82,332 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00003712 | Support Services Assistant | Poole,Marquett | 8/4/1997 | 1 | F | 8 | 10 | 64,607 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10812 | 0100 |
| 00099290 | Real Property Program Speciali | Popa,Viorica | 1/29/2001 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00027472 | PAYROLL TECHNICIAN | Posey-Dunham,Wanda | 8/30/1999 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00010732 | Assessment Program Specialist | Poteat,Ralita | 9/26/1999 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00003798 | Accounting Technician | Poulard,Joanne G | 11/12/2019 | 1 | F | 7 | 9 | 58,430 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00010567 | SENIOR BUDGET ANALYST | Powe,Emmanuel A. | 2/25/2001 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104B1 | 0100 |
| 00027056 | SENIOR REVENUE OFFICER | Powell,Carolyn | 9/2/1997 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00018006 | CUSTOMER SERVICE SPEC | Powell,Nathan E | 11/2/2015 | 1 | F | 7 | 5 | 52,074 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00016688 | Budget Administration Analyst | Powell,William | 11/19/2001 | 1 | F | 14 | 10 | 144,441 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00098115 | Information Technology Special | Pradhan,Ashis | 6/19/2000 | DIFS Capital | F | 14 | 10 | 144439 | Reg | 6000 | Chief Inform Officer - SOAR | 50000 | 0304 |
| 00000344 | Information Technology Special | Pratt,Natascha M.A. | 9/30/2019 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00033966 | Tax Specialist | Pressley Pelham,LaTanya | 7/19/1999 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00028089 | Customer Service Specialist | Pressley,Janai L | 12/22/2008 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00085632 | REVENUE OFFICER | Price-Wood,Vicky T | 1/9/2006 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00018855 | Unclaimed Property Technician | Prince,Carlette | 1/29/2001 | 1 | F | 9 | 10 | 71,107 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00020740 | DIRECTOR SUPPORT SERVICES | Proctor,Brenda D | 3/12/2001 | 1 | F | 14 | 9 | 140,849 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10801 | 0100 |
| 00091437 | Lead Customer Service Tax Spec | Proctor,Karen Wilson | 2/23/2015 | 1 | F | 11 | 2 | 68,677 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00098126 | AGENCY FISCAL OFFICER | Proudfoot,Daniel | 4/17/2007 | DIFS Capital | F | 16 | 5 | 177335 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00013382 | OPERATING BUDGET MANAGER | Pryor,Charles Franklin | 1/4/2010 | 1 | F | 15 | 3 | 140,075 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00023445 | Tax Examining Technician | Queen,Ebony | 11/13/2006 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00085510 | Customer Service Representativ | Quickley,Kimberly R | 11/13/2018 | 1 | F | 7 | 7 | 55,249 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00078297 | Tax Examining Technician | Quinn,Michelle | 7/24/2006 | 1 | F | 9 | 7 | 65,814 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00028123 | Information Technology Special | Rafi,Shoab | 10/26/2009 | 1 | F | 13 | 7 | 113,104 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00005231 | SENIOR ACCOUNTANT | Rajapakshe,Wasana L | 3/7/2016 | 1 | F | 13 | 1 | 94,857 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00091471 | Communications Specialist | Ramos,Matthew D | 9/16/2019 | 1 | F | 11 | 4 | 72,955 | Term | 5000 | Tax & Revenue - DCFO | 50103 | 0100 |
| 00001796 | Pension Manager | Ransome,Tilithea | 10/7/2002 | 1 | F | 13 | 8 | 116,146 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00002641 | ACCOUNTING SYSTEMS MGR | Raval,Ranjan | 5/14/2001 | 1 | F | 14 | 10 | 144,441 | Reg | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00096961 | Unclaimed Property Supervisor | Rawlings,Chardonnay | 2/6/2017 | 1 | F | 12 | 1 | 82,332 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00020222 | Investigative Assistant | Rawls,Candace Y | 12/10/2018 | 1 | F | 7 | 1 | 45,718 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00021673 | ACCOUNTANT | Rawls,Lorraine | 1/1/1984 | 1 | F | 11 | 10 | 85,790 | Reg | 2000 | Fin Operations & Sys | 20202 | 0100 |
| 00032412 | Human Resources Specialist | Reason,Sanyu | 5/23/2016 | 1 | F | 13 | 3 | 100,939 | Reg | 1000 | Office of Human Resources | 10701 | 0100 |
| 00095337 | STUDENT INTERN | Reed,Tramel D | 1/21/2020 | 1 | F | 3 | 1 | 16,416 | Temp | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00099292 | Real Property Program Speciali | Reese,Kendell | 12/21/1998 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00028098 | ASST GEN COUNSEL | Reiter,Andrew | 10/31/2016 | 1 | F | 15 | 3 | 140,075 | Reg | 5000 | Tax & Revenue - GC | 50102 | 0100 |
| 00006756 | MANAGEMENT ANALYST | Rhinehart,Tracy | 1/8/2005 | 1 | F | 13 | 9 | 119,186 | Reg | 5000 | Tax & Revenue - CO | 50503 | 0100 |
| 00026362 | FINANCIAL ANALYST | Richards,Ingrid L | 12/1/1997 | 1 | F | 12 | 7 | 97,664 | Reg | 7000 | Finance & Treasury | 70504 | 0100 |
| 00021846 | ACCOUNTING TECH | Richards,Joann | 2/10/1986 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00023369 | ACCOUNTING TECH | Richardson,Antoine Robert | 3/13/2000 | 1 | F | 9 | 9 | 69,342 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00010587 | DEPUTY CFO OTR | Richardson,Keith J | 11/14/2016 | 1 | F | 18 | 6 | 221,664 | Reg | 5000 | Tax & Revenue - DCFO | 50101 | 0100 |
| 00017055 | Customer Service Operations Ma | Richardson,Levon | 5/30/2017 | 1 | F | 12 | 9 | 102,775 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00048193 | Chief Risk Officer | Richardson,Marshelle | 7/15/2013 | 1 | F | 16 | 6 | 182,363 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00015902 | SENIOR REVENUE OFFICER | Richey,Patricia A. | 8/16/1999 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00082532 | SENIOR ACCOUNTANT | Richmond,Nicole Petty | 12/15/2014 | 1 | F | 13 | 6 | 110,063 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |

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|----------|--------------------------------|----------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00048177 | REVENUE OFFICER | Riddick,George | 2/3/1997 | 1 | F | 11 | 8 | 81,508 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00088583 | Real Property Program Speciali | Rivera,Miguel Francisco | 2/24/2014 | 1 | F | 9 | 4 | 60,522 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00015546 | CONTRACT SPECIALIST | Roane,Carla J | 8/18/2008 | 1 | F | 13 | 6 | 110,063 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00021652 | Treasury Operations Officer | Roane,Deidrel M | 2/19/2019 | 1 | F | 15 | 2 | 135,863 | Reg | 7000 | Finance & Treasury | 70405 | 0100 |
| 00015733 | STAFF ASSISTANT | Roberts,Amaris B | 3/18/2019 | 1 | F | 9 | 7 | 65,815 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00022918 | ACCOUNTANT | Robertson,Leslie Nicole | 10/21/2013 | 1 | F | 12 | 1 | 82,332 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00008005 | Appraiser | Robertson,Robert James | 11/9/1998 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00091429 | Customer Service Tax Specialis | Robertson,Tamesha A | 5/29/2018 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00010194 | HR Program Manager- Employee & | Robinson,Alana M | 4/2/2018 | 1 | F | 14 | 2 | 115,702 | Reg | 1000 | Office of Human Resources | 10608 | 0100 |
| 00018060 | Customer Service Tax Specialis | Robinson,James E | 4/3/2017 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00007878 | Senior Operating Budget Analys | Robinson,Ryan D | 10/15/2019 | 1 | F | 13 | 2 | 97,898 | Term | 3000 | Budget and Planning | 30704 | 0100 |
| 00078292 | Tax Fraud Specialist | Robinson,Tairsha L. | 12/15/2014 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00005056 | Investigator | Rodgers,Rena Renee | 1/6/2020 | 1 | F | 13 | 3 | 100,939 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00078285 | Senior Appraiser | Rogers,Gregory | 4/17/2012 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00037380 | Appraiser | Rosenbloom,Marc Josue | 3/23/2015 | 1 | F | 11 | 3 | 70,818 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00020680 | Criminal Investigator | Ross,Kim | 4/6/2015 | 1 | F | 13 | 10 | 122,228 | Reg | 8000 | Integrity & Oversight | 80301 | 0100 |
| 00017112 | Information Technology Manager | Rothschild,Aimee | 10/5/2015 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00085937 | Tax Examining Technician | Royster,Kimberly | 12/31/2000 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00091428 | Customer Service Tax Specialis | Russ,Joelle | 11/14/2016 | 1 | F | 9 | 9 | 69,342 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00013051 | Information Technology Special | Ryan,Wesley Thien | 2/16/2010 | 1 | F | 14 | 8 | 137,255 | Reg | 6000 | Chief Inform Officer - PPS | 60102 | 0100 |
| 00077055 | Collections Supervisor | Salih,Ramy | 1/21/2020 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00040339 | Auditor (Tax) | Sam,Florence E. | 6/8/2009 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - CO | 50506 | 0626 |
| 00098122 | Grants Program Manager | Samura,Sarian | 1/3/2012 | DIFS Capital | F | 13 | 5 | 107022 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00025527 | Auditor (Tax) | Sankoh,Mohamed B | 2/11/1980 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00040360 | Supervisory Information Techno | Saravanaperumal,Srinivasan | 6/1/2015 | 1 | F | 14 | 10 | 144,441 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00017747 | Lead Customer Service Represen | Saunders,Anita | 9/10/2012 | 1 | F | 9 | 6 | 64,050 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00044567 | ASSOC GEN COUNSEL PERS PROC | Saunders,Treva D. | 1/20/2008 | 1 | F | 16 | 9 | 190,773 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00090860 | CONTRACT SPECIALIST | Saxton,Shawntale M | 4/29/2019 | 1 | F | 13 | 7 | 56,552 | Temp | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00007467 | IT Specialist (SYSADMIN) & (NE | Scanlon,Brian T | 7/20/1997 | 1 | F | 14 | 9 | 140,847 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00099965 | IT Specialist (SYSADMIN) & (NE | Schade,Serena A | 12/9/2019 | 1 | F | 14 | 6 | 130,072 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00098125 | ACCOUNTING OFFICER | Schmitz,Joseph | 2/12/2001 | DIFS Capital | F | 15 | 10 | 169548 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00085428 | Supervisory Customer Service T | Schofield,Ornette L | 2/22/2016 | 1 | F | 13 | 2 | 97,898 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00097848 | Customer Service Tax Specialis | Schooler,Tawana M | 4/2/2018 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00084761 | CUSTOMER SERVICE SPEC | Scott,Davone | 10/5/2015 | 1 | F | 7 | 1 | 1,088 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00017014 | Information Technology Special | Scott,Debra C | 1/24/2005 | 1 | F | 12 | 8 | 100,225 | Reg | 6000 | Chief Inform Officer - PPS | 60102 | 0100 |
| 00017635 | LEGAL INSTRUMENTS EXAMINER | Scott,Kerry Ann | 5/29/2007 | 1 | F | 8 | 8 | 61,407 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00017116 | Senior Auditor (Tax) | Scott,Mary M | 2/7/1980 | 1 | F | 13 | 10 | 122,227 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00097836 | Customer Service Representativ | Searcy,Brian L | 5/13/2019 | 1 | F | 8 | 9 | 63,006 | Term | 7000 | Finance & Treasury | 70501 | 0100 |
| 00048169 | Program Analyst | Selden,Deanna | 8/29/1988 | 1 | F | 14 | 10 | 144,441 | Reg | 5000 | Tax & Revenue - RPTA | 50604 | 0100 |
| 00040383 | Appraiser | Selden,Michael E | 7/10/2017 | 1 | F | 12 | 3 | 87,440 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00012352 | Auditor (Tax) | Serrato,Alicia G | 11/13/2018 | 1 | F | 9 | 2 | 56,994 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00023432 | IT Manager Security Officer | Shah,Jatin | 9/28/2009 | 1 | F | 15 | 9 | 165,336 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00016502 | Information Technology Special | Shah,Prashant | 4/20/2015 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00032581 | Financial Systems Advisor | Shao,Yili | 11/12/2019 | 1 | F | 14 | 5 | 126,479 | Term | 2000 | Fin Operations & Sys | 20501 | 0100 |

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|----------|--------------------------------|---------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00094594 | Accounting Technician | Sharif,Salman S | 11/13/2017 | 1 | F | 8 | 5 | 56,607 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00009214 | Supervisory Appraiser | Sharp,Darrin | 8/1/2011 | 1 | F | 14 | 10 | 144,441 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00085936 | Supervisory Returns Processing | Sharp,Ellen D. | 2/19/2008 | 1 | F | 12 | 6 | 95,109 | Term | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00022286 | Tax Examining Technician | Shaw,Della | 9/17/2007 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - RPA | 50707 | 0100 |
| 00098119 | CONTROLLER | Sheikh Ali,Huda | 3/31/1997 | DIFS Capital | F | 16 | 7 | 187393 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00005478 | AUDITOR | Shode,Hassan | 1/7/2008 | 1 | F | 13 | 9 | 119,187 | Reg | 8000 | Integrity & Oversight | 80101 | 0100 |
| 00037369 | SYSTEMS ACCOUNTANT | Simmons,Irene | 8/20/2007 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00001040 | Customer Service Representativ | Simmons,Jacqueline | 8/25/2003 | 1 | F | 7 | 10 | 60,013 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00033952 | SUPV INFO TECH SPEC | Simmons,Johnnie Mae | 10/30/2006 | 1 | F | 15 | 8 | 161,127 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00083703 | Customer Service Tax Specialis | Simms,Carlos A | 12/10/2018 | 1 | F | 7 | 1 | 22,861 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00026487 | EXECUTIVE ASST | Simms,Christina | 11/12/1985 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - DCFO | 50101 | 0100 |
| 00026431 | RETURNS PROCESSING CLERK | Simons,Janice | 10/1/1994 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00017002 | CUSTOMER SERVICE SPEC | Simons,Jeannie D | 2/21/1991 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00027311 | CONTRACT SPECIALIST | Simpson,Andrea | 1/5/2015 | 1 | F | 13 | 10 | 122,228 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00012376 | Operating Budget Analyst | Singh,Shelley | 10/28/2019 | 1 | F | 12 | 10 | 105,330 | Term | 3000 | Budget and Planning | 30710 | 0100 |
| 00091986 | Accounts Payable Technician | Singletary,Kelvica J | 10/15/2019 | 1 | F | 7 | 6 | 53,661 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104B2 | 0707 |
| 00098098 | CLUSTER CONTROLLER | Sitota,Belete Degefu | 7/20/2009 | DIFS Capital | F | 16 | 6 | 182363 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00015315 | Unit Manager | Skowron,Steven A | 2/21/2017 | 1 | F | 13 | 1 | 94,857 | Reg | 5000 | Tax & Revenue - RPTA | 50209 | 0100 |
| 00006795 | DCFO OFOS | Slack,Billy K | 7/6/1997 | 1 | F | 18 | 4 | 214,064 | Reg | 2000 | Fin Operations & Sys | 20102 | 0100 |
| 00091439 | Appraiser | Small-Millet,Delia Marie | 8/25/2014 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00017111 | Information Technology Special | Smallwood,Cynthia L | 1/12/1981 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00091426 | Customer Service Tax Specialis | Smith,Billy H | 10/2/2017 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00028121 | Geographic Information Systems | Smith,David J | 12/12/2016 | 1 | F | 13 | 4 | 103,981 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00003542 | Cost Analyst III | Smith,Duane Brian | 9/17/2007 | 1 | F | 14 | 10 | 144,441 | Reg | 3000 | Budget and Planning | 30410 | 0100 |
| 00004885 | Tax Examining Technician | Smith,Emily A | 2/12/2001 | 1 | F | 8 | 7 | 59,807 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00020628 | Accounting & Compliance Manage | Smith,Jocelyn G | 8/5/2019 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70307 | 0100 |
| 00012878 | SUPERVISORY CUSTOMER SERVICE S | Smith,Kimberly R | 4/8/2013 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00015522 | Financial Analyst | Smith,Marc D | 12/2/1985 | 1 | F | 12 | 5 | 92,553 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00005202 | Customer Service Tax Specialis | Smith,Michelle Y | 7/9/2018 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00008761 | Pension Benefits Specialist | Smith,Rachelle S | 11/26/2018 | 1 | F | 11 | 7 | 79,370 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0603 |
| 00010970 | IT Specialist (SYSADMIN) & (NE | Smith,Robbie | 7/6/1998 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00004269 | Quality Assurance Specialist | Smith,Robyn K | 8/7/2017 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00015530 | Staff Assistant | Smith,Sandra C | 4/17/2018 | 1 | F | 7 | 7 | 55,249 | Reg | 2000 | Fin Operations & Sys - PRS | 20702 | 0712 |
| 00005740 | REVENUE OFFICER | Smith,Wanda | 8/28/2000 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00077059 | ACCOUNTANT | Smith,Yvette Marie | 8/26/2013 | 1 | F | 12 | 10 | 105,330 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00022326 | REVENUE OFFICER | Smith-Jenifer,Raychelle | 3/3/2008 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00011001 | MANAGEMENT ANALYST | Snead,Shirley | 9/29/2008 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00024678 | Director Financial Management | Snight,James Edward | 5/10/2010 | 1 | F | 16 | 5 | 177,335 | Reg | 6000 | Chief Inform Officer - PPS | 60102 | 0100 |
| 00021080 | Customer Service Specialist | Solorzano,Maria Michelle | 5/19/2014 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00078291 | Clerical Assistant - Union | Southerland Adams,Crystal | 7/23/2018 | 1 | F | 5 | 5 | 42,425 | Reg | 5000 | Tax & Revenue - RPTA | 50402 | 0100 |
| 00024634 | ASSOC DEPUTY CFO OBP | Spaulding,James | 10/16/2000 | 1 | F | 17 | 9 | 200,003 | Reg | 3000 | Budget and Planning | 30101 | 0100 |
| 00091445 | Unclaimed Property Specialist | Spear,Blair Shaene | 1/13/2014 | 1 | F | 11 | 5 | 75,094 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00078299 | Tax Examining Technician | Speight,Te Antonio t | 12/31/2001 | 1 | F | 8 | 8 | 61,407 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00010818 | Capital Budget Administration | Speikes,Jeremy A | 3/14/2011 | 1 | F | 13 | 7 | 113,104 | Reg | 3000 | Budget and Planning | 30804 | 0100 |

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|----------|--------------------------------|------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00078271 | Tax Examining Technician | Spriggs,Nicole | 11/13/2006 | 1 | F | 9 | 6 | 64,050 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00025434 | PAYROLL TECH | Spuril,Keona | 8/8/2016 | 1 | F | 7 | 9 | 58,430 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00094854 | Quality Assurance Program Anal | St. Hilaire,Franklyn L | 11/13/2007 | 1 | F | 13 | 6 | 110,063 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00026987 | Customer Service Representativ | Staggers,Tracie N | 10/15/2018 | 1 | F | 7 | 2 | 47,309 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00078284 | Appraiser | Stevens,Thomas | 5/29/2005 | 1 | F | 13 | 8 | 116,145 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00025970 | SENIOR REVENUE OFFICER | Stevenson,Donna R | 4/12/1999 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00099868 | Fiscal Analyst | Steward,Susan A | 11/12/2019 | 1 | F | 14 | 10 | 144,441 | Reg | 4000 | Revenue Analysis | 40809 | 0100 |
| 00026107 | Recordation Tax Specialist | Stewart,Amir M | 6/1/2015 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00097911 | Cash Operations Manager | Stewart,Melanie B | 6/10/2019 | DIFS Capital | F | 13 | 1 | 94857 | Term | 7000 | Finance & Treasury | 50000 | 0304 |
| 00015598 | SUPVY CONTRACT SPEC | Stover,Anthony Anton | 2/4/2008 | 1 | F | 15 | 3 | 140,075 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00028183 | SENIOR FINANCIAL POLICY ADVISO | Street,Darryl Thomas | 2/9/2015 | 1 | F | 16 | 4 | 172,305 | Reg | 1000 | Executive Office | 10108 | 0619 |
| 00040052 | Capital Budget/Cap Improv Prog | Stroman,Tayloria P | 12/2/2013 | 1 | F | 15 | 6 | 152,705 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00018119 | Supervisory Returns Processing | Strong,Barry | 7/5/1988 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00018120 | Supervisory Returns Processing | Strong,Leslie A | 11/24/1996 | 1 | F | 10 | 10 | 78,079 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00028088 | Appraiser | Sullivan,Andrew M. | 5/1/2005 | 1 | F | 13 | 6 | 110,063 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00012346 | Information Technology Special | Sullivan,Carol | 7/9/2007 | 1 | F | 14 | 9 | 140,847 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00045563 | Financial Economist | Swaim,Stephen Custer | 10/1/2013 | 1 | F | 16 | 8 | 190,773 | Reg | 4000 | Revenue Analysis | 40804 | 0100 |
| 00009216 | Accounting Technician | Sylvester,Marilyn F | 9/17/2018 | 1 | F | 8 | 10 | 64,606 | Term | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00027682 | Senior Reporting and Systems A | Taing,Sue | 3/5/2001 | 1 | F | 15 | 10 | 169,548 | Reg | 3000 | Budget and Planning | 30401 | 0100 |
| 00026591 | EXECUTIVE ASST | Talbert,LaShanda D | 1/21/2009 | 1 | F | 12 | 8 | 100,219 | Reg | 7000 | Finance & Treasury | 70106 | 0100 |
| 00018301 | Information Technology Manager | Talla,Vijay K | 1/6/2020 | 1 | F | 15 | 10 | 169,548 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00012492 | Lead Customer Service Tax Spec | Talley,Tamara C | 8/21/2017 | 1 | F | 11 | 8 | 81,512 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00006353 | RETURNS PROCESSING CLERK | Tam,Yiu W | 10/1/1997 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00098128 | BUDGET OFFICER | Taneja,Seema | 3/2/1996 | DIFS Capital | F | 15 | 7 | 156915 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00025195 | MANAGEMENT ANALYST | Taylor,Avis E | 1/13/1992 | 1 | F | 12 | 8 | 100,225 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00013863 | DEBT MGR | Taylor,Debra S. | 12/11/2006 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70202 | 0100 |
| 00011433 | Information Technology Manager | Taylor,Diana L | 8/2/2010 | 1 | F | 15 | 7 | 156,915 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00003938 | REVENUE OFFICER | Taylor,Veronica V. | 4/10/2000 | 1 | F | 11 | 10 | 85,784 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00040352 | Tax Specialist | Teel,Syreeta | 1/23/2006 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00014341 | Supervisory Revenue Officer | Teel,Vera Renee | 7/17/2000 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00082534 | ACCOUNTANT | Tengen,Loveline B | 12/11/2017 | 1 | F | 12 | 1 | 82,332 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00013978 | Financial Systems Analyst III | Tengra,Naila R | 4/11/2011 | 1 | F | 14 | 3 | 119,295 | Reg | 3000 | Budget and Planning | 30401 | 0100 |
| 00001124 | Auditor (Tax) | Terefe,Azeb M | 5/30/2017 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028084 | Customer Service Specialist | Terry,Kimberly | 4/18/2016 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00009672 | Assessment Program Specialist | Terry,Natalie K | 9/26/1999 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00021155 | Manager, Financial Planning an | Terry,Samuel B | 10/31/2016 | 1 | F | 15 | 4 | 144,285 | Reg | 3000 | Budget and Planning | 30401 | 0100 |
| 00028130 | Customer Service System Analys | Tesfaye,Anteneh Abebe | 2/16/2010 | 1 | F | 12 | 10 | 105,330 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00098089 | Capital Budget Administration | Tessem,Alex | 1/2/2012 | DIFS Capital | F | 13 | 5 | 107022 | Reg | 3000 | Budget and Planning | 50000 | 0304 |
| 00005271 | AUDIT MGR | The',Tiong | 12/27/2004 | 1 | F | 14 | 10 | 144,441 | Reg | 8000 | Integrity & Oversight | 80103 | 0100 |
| 00088517 | Real Property Program Speciali | Thomas Brown,Constance | 5/21/1990 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00048182 | Tax Examining Technician | Thomas III,James | 7/25/2016 | 1 | F | 9 | 4 | 60,522 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00004988 | PAYROLL TECH | Thomas,Benny V | 8/11/2014 | 1 | F | 9 | 8 | 67,578 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00005660 | Recordation Tax Specialist | Thomas,Gwendolyn M | 3/26/2001 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00007841 | Customer Service Specialist | Thomas,Kieron Anthea | 10/27/2014 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |

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|----------|--------------------------------|----------------------------|------------|--------------|---|----|----|---------|------|------|--------------------------------|-------|------|
| 00085157 | Returns Processing Assistant | Thomas,Stephanie R | 6/25/2018 | 1 | F | 5 | 7 | 22,508 | Temp | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00099291 | Real Property Program Speciali | Thomas,Torrell Dylan Mack | 9/22/2014 | 1 | F | 9 | 9 | 69,342 | Reg | 5000 | Tax & Revenue - RPTA | 50202 | 0100 |
| 00020614 | REVENUE OFFICER | Thompkins,Emmanuel T | 1/20/1998 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00014322 | Financial Specialist | Thompson Jr.,Sydney O | 1/27/1997 | 1 | F | 11 | 6 | 77,234 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00037382 | Appraiser | Thompson,Brian Clay | 1/27/2014 | 1 | F | 12 | 9 | 102,782 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00000168 | Human Resources Coordinator | Thompson,Rosemarie | 7/11/2016 | 1 | F | 9 | 10 | 71,107 | Reg | 1000 | Office of Human Resources | 10614 | 0100 |
| 00016603 | Tax Examining Technician | Thompson,Shawn Janee | 9/22/2014 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00098100 | BUDGET DIR (CLUSTER) | Thompson,Vernessa | 9/2/1997 | DIFS Capital | F | 16 | 7 | 187393 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00005776 | Tax Examining Technician | Thompson-Boulware,Phillip | 11/16/2015 | 1 | F | 9 | 3 | 58,758 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00077061 | Collections Representative | Thorne,Lisha Michelle | 5/1/2006 | 1 | F | 9 | 9 | 69,343 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00006191 | ACCOUNTING TECH | Thornton,Janice | 8/18/1986 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys | 20203 | 0100 |
| 00091442 | Assessment Technician | Threweatt,Terrence D | 1/9/2017 | 1 | F | 8 | 3 | 53,407 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00097775 | Project Coordinator | Thurmond,Joycelyn M | 4/29/2019 | DIFS Capital | F | 11 | 1 | 66538 | Reg | 1000 | Executive Office | 50000 | 0304 |
| 00034856 | Fiscal Analyst | Tibebu,Seblewongel G | 8/4/2008 | 1 | F | 15 | 6 | 152,705 | Reg | 4000 | Revenue Analysis | 40303 | 0100 |
| 00004579 | Appraiser | Tilahun,Yonas | 6/24/2019 | 1 | F | 12 | 1 | 82,326 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00008470 | Grants Management Specialist | Toles,Angela D | 6/30/2014 | 1 | F | 13 | 10 | 122,228 | Reg | 7000 | Finance & Treasury | 70303 | 0100 |
| 00099294 | Unit Manager | Toney,Jeffrey Joseph | 3/10/2014 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPTA | 50201 | 0100 |
| 00028126 | Administrative Assistant | Torres,Jazmin | 6/12/2005 | 1 | F | 11 | 8 | 81,512 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00024391 | Criminal Investigator | Traina,Bruce R | 1/8/2018 | 1 | F | 13 | 10 | 126,512 | Reg | 5000 | Tax & Revenue - CO | 50504 | 0100 |
| 00011131 | Pension Benefits Representativ | Travick,Joan H | 5/10/1999 | 1 | F | 7 | 10 | 60,019 | Reg | 2000 | Fin Operations & Sys - PRS | 20601 | 0603 |
| 00014163 | CUSTOMER SERVICE SPEC | Tse,Siu Yin | 7/18/1988 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00099295 | Accountant | Tsehay,Daniel | 12/11/2017 | 1 | F | 12 | 10 | 105,339 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00012813 | GEN COUNSEL | Tseng,David | 8/23/2004 | 1 | F | 17 | 0 | 216,894 | Reg | 1000 | Executive Office | 10305 | 0100 |
| 00013422 | Public Affairs Officer | Umansky,David J | 4/14/2008 | 1 | F | 15 | 0 | 179,870 | Reg | 1000 | Executive Office | 10219 | 0100 |
| 00023003 | Tax Examining Technician | Vactor,Bridgit L | 11/7/1988 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00078298 | Lead Tax Examining Technician | Vail,LaToya | 1/21/2009 | 1 | F | 10 | 6 | 70,301 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00040335 | MGMT & PGM ANALYST | Valentine,Jennifer | 5/14/2007 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00018995 | Real Property Program Speciali | VanDyke,Renee | 8/4/1997 | 1 | F | 12 | 7 | 97,668 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00008878 | LEGAL INSTRUMENTS EXAMINER | Vasquez,Marina A | 3/20/2017 | 1 | F | 8 | 3 | 53,407 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00005917 | MGMT & PGM ANALYST | Velasquez,Walter O | 3/19/2018 | 1 | F | 13 | 2 | 97,898 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00040364 | Information Technology Special | Venkataraman,Radhakrishna | 8/25/2014 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00085969 | CUSTOMER SERVICE SPECIALIST | Vickerie,Troy R | 9/30/2019 | 1 | F | 7 | 9 | 29,213 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00013590 | Revenue Accounting Manager | Vincent,Althea D | 5/29/2018 | 1 | F | 15 | 1 | 131,652 | Reg | 5000 | Tax & Revenue - RAA | 50105 | 0100 |
| 00027522 | BANKING SERVICES OFFICER | Vines,Gloria | 9/27/1999 | 1 | F | 14 | 10 | 144,441 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00098120 | Accounting Manager | Voght,Stover | 12/19/2011 | DIFS Capital | F | 14 | 8 | 137256 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00022175 | Banking Analyst | Wainwright,Clyde A | 6/25/2018 | 1 | F | 9 | 3 | 58,758 | Reg | 7000 | Finance & Treasury | 70502 | 0100 |
| 00040329 | REVENUE OFFICER | Walker,Anthony J | 5/21/1991 | 1 | F | 11 | 9 | 83,646 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00033970 | DIR OF RETURNS PROCESSING | Walker,Deborah L | 5/24/1986 | 1 | F | 16 | 2 | 162,247 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00022520 | MANAGEMENT ANALYST | Walker,Mary Renee | 3/16/1998 | 1 | F | 12 | 8 | 100,219 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00006435 | Payroll Manager | Walker,Patricia | 6/3/2013 | 1 | F | 14 | 7 | 133,664 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0603 |
| 00013003 | AUDITOR | Walls,Lovell Q | 1/7/2019 | 1 | F | 13 | 10 | 122,228 | Reg | 8000 | Integrity & Oversight | 80103 | 0100 |
| 00022521 | Supervisory Legal Instruments | Walters,Paulette | 4/3/2006 | 1 | F | 11 | 6 | 77,234 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00012648 | PAYROLL TECHNICIAN | Walton,Charlye M | 8/21/1979 | 1 | F | 9 | 10 | 71,106 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00091424 | Customer Service Tax Specialis | Ward III,William Nathaneal | 6/30/2014 | 1 | F | 9 | 4 | 60,522 | Term | 5000 | Tax & Revenue - CSA | 50202 | 0100 |

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|----------|--------------------------------|----------------------------|------------|--------------|---|----|----|---------|-----|------|--------------------------------|-------|------|
| 00027779 | Fiscal Analyst | Ward,Sharain | 7/17/2000 | 1 | F | 14 | 10 | 144,441 | Reg | 4000 | Revenue Analysis | 40305 | 0100 |
| 00006217 | ADMINISTRATIVE ASSISTANT | Ward,Tanza L | 3/3/1997 | 1 | F | 11 | 8 | 81,512 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00008954 | Administrative Assistant | Washington,Elizabeth | 1/9/2006 | 1 | F | 11 | 7 | 79,373 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00014870 | Control and Garnishment Pay Ma | Washington,Michelle Grant | 11/20/1989 | 1 | F | 12 | 5 | 92,553 | Reg | 2000 | Fin Operations & Sys - PRS | 20702 | 0602 |
| 00018731 | RETURNS PROCESSING CLERK | Washington,Shaunika L | 1/28/2002 | 1 | F | 7 | 8 | 56,841 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00015322 | Tax Examining Technician | Washington-Curry,Tonia Rer | 4/7/2014 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00005621 | Information Technology Special | Watts,John Henry | 4/26/2010 | 1 | F | 14 | 10 | 144,439 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00012612 | Supervisory Auditor (Tax) | Weithers,Sherri R | 3/16/1998 | 1 | F | 14 | 8 | 137,256 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00037378 | Appraiser | Wells,Branden Vincente | 7/14/2014 | 1 | F | 13 | 2 | 97,899 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00098127 | ACCOUNTING OFFICER | West,Leslie | 1/7/2008 | DIFS Capital | F | 15 | 6 | 152705 | Reg | 1000 | Mgmt & Admin/Fin Ops | 50000 | 0304 |
| 00016441 | Supervisory Appraiser | West,Walker L. | 5/29/2005 | 1 | F | 14 | 5 | 126,479 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00086234 | Program Analyst | Whetstone,Anne | 2/4/2008 | 1 | F | 13 | 5 | 107,022 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00002618 | INFORMATION TECHNOLOGY SPECIAL | White,Alice A | 2/9/2004 | 1 | F | 14 | 8 | 137,255 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00085435 | Tax Examining Technician | White,Fay | 8/7/2005 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078280 | Appraiser | White,Jamison Bruce | 5/5/2014 | 1 | F | 12 | 2 | 84,883 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00033951 | STAFF ASSISTANT | White,Shelia | 10/2/2006 | 1 | F | 11 | 9 | 83,651 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00028168 | DEPUTY DIRECTOR FOR BUDGET ADM | White,Stacy Ann K | 4/25/2011 | 1 | F | 15 | 10 | 169,548 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00017741 | LEAD SUPPORT SRVS SPEC | Whiten,Edgar B | 10/1/1997 | 1 | F | 11 | 10 | 85,784 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10818 | 0100 |
| 00015566 | Auditor (Tax) | Wicker,Priscilla | 6/18/2012 | 1 | F | 12 | 5 | 92,554 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00033050 | SUPVY CONTRACT SPEC | Wiggins,Drakus | 7/5/2011 | 1 | F | 15 | 6 | 152,705 | Reg | 1000 | Mgmt & Admin/Fin Ops | 10501 | 0100 |
| 00091366 | Assessment Technician | Wiley,Tarshia | 9/19/2016 | 1 | F | 8 | 4 | 55,007 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00085443 | Fiscal Analyst | Wilkins,Jeffrey Scott | 6/29/2015 | 1 | F | 14 | 3 | 119,295 | Reg | 4000 | Revenue Analysis | 40804 | 0100 |
| 00048180 | Tax Examining Technician | Williams Jr.,Ellison L | 4/17/2005 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00002690 | HR Business Partner | Williams,Chantelle L | 12/9/2019 | 1 | F | 13 | 5 | 107,022 | Reg | 1000 | Office of Human Resources | 10605 | 0100 |
| 00004304 | STAFF ASSISTANT | Williams,Deborah | 9/16/1996 | 1 | F | 11 | 10 | 85,784 | Reg | 2000 | Fin Operations & Sys | 20203 | 0100 |
| 00032739 | REVENUE OFFICER | Williams,Eugenia | 10/30/2006 | 1 | F | 11 | 6 | 77,232 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00009897 | Recorder of Deeds | Williams,Ida | 3/30/2009 | 1 | F | 15 | 7 | 156,915 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00019979 | PAYROLL TECH | Williams,Jessie Mae | 2/14/2000 | 1 | F | 8 | 10 | 64,607 | Reg | 2000 | Fin Operations & Sys - PRS | 20705 | 0712 |
| 00010485 | Tax Examining Technician | Williams,Karen Y | 3/26/2000 | 1 | F | 9 | 8 | 67,578 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00010937 | DIR PAY & RETIREMENT | Williams,Keely J | 5/19/1986 | 1 | F | 17 | 1 | 182,475 | Reg | 2000 | Fin Operations & Sys - PRS | 20702 | 0712 |
| 00014120 | EXECUTIVE ASST | Williams,Lakeia | 10/15/1996 | 1 | F | 13 | 10 | 122,228 | Reg | 3000 | Budget and Planning | 30101 | 0100 |
| 00019579 | LEAD LEGAL INSTRUMNT EXAMINR | Williams,Sharise C | 6/30/2014 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00028090 | Appraiser | Williams,Simeon T | 7/8/2019 | 1 | F | 11 | 1 | 66,542 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00021014 | Returns Processing Assistant | Wills,Malika T | 8/7/2017 | 1 | F | 6 | 5 | 47,011 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00010673 | Senior Auditor (Tax) | Wilson,Charles | 10/30/2006 | 1 | F | 13 | 9 | 119,186 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00019191 | Tax Examining Technician | Wilson,Karen | 12/3/2001 | 1 | F | 9 | 10 | 71,106 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00008004 | PUBLIC AFFAIRS SPEC | Wilson,Natalie S | 6/19/1989 | 1 | F | 13 | 9 | 119,187 | Reg | 5000 | Tax & Revenue - DCFO | 50103 | 0100 |
| 00091431 | Customer Service Tax Specialis | Wiseman,Danielle | 10/5/2015 | 1 | F | 9 | 5 | 62,286 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00085345 | Lead Customer Service Represen | Wofford,Maya | 3/26/2012 | 1 | F | 9 | 6 | 64,050 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00094853 | ACCOUNTANT | Woldemariam,Ermias A | 10/1/2018 | 1 | F | 9 | 2 | 56,993 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00000180 | Accountant | Woldesemait,Dereje J | 11/12/2019 | 1 | F | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0100 |
| 00098113 | SENIOR ACCOUNTANT | Woldesemayat,Abebe M | 11/3/2014 | DIFS Capital | F | 13 | 6 | 110063 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |
| 00027010 | ASSOC TREASURER | Wood,Clarice | 5/11/2009 | 1 | F | 16 | 8 | 190,773 | Reg | 7000 | Finance & Treasury | 70202 | 0100 |
| 00098110 | Financial Systems Advisor | Woodson,Ayana R | 2/9/2015 | DIFS Capital | F | 14 | 5 | 126479 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |

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| 00017003 | RETURNS PROCESSING CLERK | Wooten,Deborah L | 10/1/1994 | 1 | F | 7 | 10 | 60,019 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |
| 00078295 | REVENUE OFFICER | Workman,Sean | 1/12/2015 | 1 | F | 11 | 5 | 75,094 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021535 | Customer Service Representativ | Wright,Glenda Ebony | 4/7/2014 | 1 | F | 7 | 5 | 52,073 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00021745 | BUDGET ANALYST | Wright,Veeda M | 10/23/1989 | 1 | F | 13 | 10 | 122,228 | Reg | 5000 | Tax & Revenue - RAA | 50105 | 0100 |
| 00015309 | PAYROLL TECH | Wroten,Artenia B | 1/20/1974 | 1 | F | 8 | 10 | 64,607 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00098106 | Financial Systems & Accounting | Wubie,Fikremariam | 4/18/2011 | DIFS Capital | F | 15 | 4 | 144285 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |
| 00023401 | Tax Revenue Technician | Yancey,Jonathan D | 2/21/2017 | 1 | F | 8 | 6 | 58,207 | Reg | 5000 | Tax & Revenue - RAA | 50703 | 0100 |
| 00020538 | Information Technology Special | Young,Elizabeth Karen | 6/7/2010 | 1 | F | 15 | 7 | 156,915 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00084765 | CUSTOMER SERVICE SPEC | Young,Monique L | 12/9/2019 | 1 | F | 7 | 1 | 22,861 | Temp | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00098095 | Director Financial Control & R | Yu,Tong | 5/7/2001 | DIFS Capital | F | 16 | 7 | 187393 | Reg | 2000 | Fin Operations & Sys | 50000 | 0304 |
| 00035599 | OPERATIONS MGR | Zarghami,Parastue | 7/27/2015 | 1 | F | 14 | 2 | 115,702 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00082535 | ACCOUNTANT | Zhou,Jun | 6/29/2015 | 1 | F | 12 | 10 | 105,330 | Reg | 2000 | Fin Operations & Sys | 20501 | 0100 |
| 00000364 | Fiscal Analyst | Zuraski,Robert W | 5/7/2001 | 1 | F | 15 | 9 | 165,336 | Reg | 4000 | Revenue Analysis | 40804 | 0100 |
| 00000046 | Senior Operating Budget Analys | | | 1 | V | 13 | 1 | 94,857 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00005565 | Deputy Director | | | 1 | V | 16 | 1 | 157,219 | Reg | 7000 | Economic Devel Finance | 40501 | 0100 |
| 00005763 | PAYROLL TECH | | | 1 | V | 8 | 1 | 50,207 | Reg | 2000 | Fin Operations & Sys - PRS | 20704 | 0712 |
| 00005960 | Supervisor Revenue Officer | | | 1 | V | 13 | 0 | 108,543 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00007196 | Appraiser | | | 1 | V | 13 | 0 | 94,858 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00007575 | FINANCIAL ANALYST | | | 1 | V | 14 | 0 | 112,110 | Reg | 7000 | Finance & Treasury | 70106 | 0100 |
| 00007802 | AUDIT ASSISTANT | | | 1 | V | 8 | 0 | 50,207 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00007989 | Payroll Business Analyst | | | 1 | V | 12 | 1 | 82,332 | Reg | 2000 | Fin Operations & Sys - PRS | 20703 | 0712 |
| 00008002 | Director, Financial Planning, | | | 1 | V | 16 | 1 | 157,219 | Reg | 3000 | Budget and Planning | 30402 | 0100 |
| 00009590 | Deputy Director, Pay and Retir | | | 1 | V | 16 | 1 | 157,219 | Reg | 2000 | Fin Operations & Sys - PRS | 20702 | 0712 |
| 00010202 | Supervisory Auditor (Tax) | | | 1 | V | 14 | 0 | 112,110 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00010205 | Information Technology Special | | | 1 | V | 14 | 1 | 112,111 | Reg | 6000 | Chief Inform Officer - SOAR | 60102 | 0100 |
| 00010336 | LEGAL INSTRUMENTS EXAMINER | | | 1 | V | 8 | 1 | 50,207 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00010730 | ACCOUNTANT | | | 1 | V | 11 | 1 | 66,538 | Reg | 7000 | Finance & Treasury | 70407 | 0100 |
| 00011987 | Capital Budget Administration | | | 1 | V | 13 | 1 | 94,857 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00012205 | Program Manager (Asset Managem | | | 1 | V | 14 | 0 | 112,110 | Reg | 7000 | Finance & Treasury | 70604 | 0721 |
| 00012341 | AUDITOR | | | 1 | V | 12 | 0 | 82,332 | Reg | 8000 | Integrity & Oversight | 80102 | 0100 |
| 00014164 | Customer Service Operations Su | | | 1 | V | 11 | 1 | 66,538 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00015513 | REVENUE OFFICER | | | 1 | V | 11 | 1 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00016449 | Financial Systems Analyst III | | | 1 | V | 14 | 1 | 112,110 | Reg | 3000 | Budget and Planning | 30401 | 0100 |
| 00016613 | Accounting Technician | | | 1 | V | 8 | 0 | 50,207 | Reg | 5000 | Tax & Revenue - RPTA | 50705 | 0100 |
| 00018031 | LEAD LEGAL INSTRUMNT EXAMINR | | | 1 | V | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00019799 | Tax Fraud Technician | | | 1 | V | 7 | 0 | 45,718 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00020944 | REVENUE OFFICER | | | 1 | V | 11 | 0 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00020958 | PAYROLL SPEC | | | 1 | V | 8 | 1 | 50,207 | Reg | 2000 | Fin Operations & Sys - PRS | 20706 | 0712 |
| 00021478 | Revenue Officer | | | 1 | V | 13 | 0 | 94,858 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00021838 | Senior Operating Budget Analys | | | 1 | V | 13 | 0 | 108,543 | Reg | 3000 | Budget and Planning | 30704 | 0100 |
| 00023034 | Tax Examining Technician | | | 1 | V | 9 | 0 | 55,230 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00023272 | CUSTOMER SERVICE SPEC | | | 1 | V | 9 | 0 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00023377 | Accounting Technician | | | 1 | V | 8 | 1 | 50,207 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104A2 | 0100 |
| 00025492 | Tax Examining Technician | | | 1 | V | 9 | 1 | 55,230 | Reg | 5000 | Tax & Revenue - RPA | 50701 | 0100 |

OCFO Schedule A 2.20.2020

Attachment 1B

| | | | | | | | | | | | | | |
|----------|--------------------------------|--|--|-----|---|----|---|---------|-----|------|--------------------------------|-------|------|
| 00025591 | DIR COMPLIANCE ADMIN | | | 1 | V | 16 | 0 | 157,219 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00025721 | Supervisory Customer Service T | | | 1 | V | 13 | 0 | 108,543 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00026258 | REVENUE OFFICER | | | 1 | V | 11 | 1 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00026429 | Supervisory Legal Instruments | | | 1 | V | 11 | 0 | 66,538 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00027426 | Capital Budget Administration | | | 1 | V | 13 | 1 | 94,857 | Reg | 3000 | Budget and Planning | 30804 | 0100 |
| 00028087 | Information Technology Special | | | 1 | V | 14 | 0 | 112,111 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00028122 | Appraiser | | | 1 | V | 13 | 0 | 94,858 | Reg | 5000 | Tax & Revenue - RPTA | 50401 | 0100 |
| 00028124 | Revenue Officer | | | 1 | V | 13 | 1 | 94,858 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00028127 | Customer Service Tax Specialis | | | 1 | V | 7 | 0 | 45,718 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00028146 | Cluster Accounting Analyst | | | 1 | V | 14 | 0 | 112,110 | Reg | 2000 | Fin Operations & Sys | 20502 | 0100 |
| 00028156 | Information Technology Special | | | 1 | V | 13 | 1 | 94,858 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00028164 | Senior Policy Analyst | | | 1 | V | 15 | 1 | 131,652 | Reg | 7000 | Economic Devel Finance | 40501 | 0100 |
| 00032462 | Information Technology Special | | | 1 | V | 14 | 0 | 112,111 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00032965 | Deputy Chief Information Offic | | | 1 | V | 16 | 0 | 157,219 | Reg | 6000 | Chief Inform Officer - PPS | 60102 | 0100 |
| 00033954 | Customer Service Specialist | | | 1 | V | 9 | 0 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00037376 | LEAD LEGAL INSTRUMNT EXAMINR | | | 1 | V | 9 | 0 | 55,230 | Reg | 5000 | Tax & Revenue - RPTA | 50301 | 0100 |
| 00040343 | FINANCIAL ANALYST | | | 1 | V | 14 | 0 | 112,110 | Reg | 7000 | Finance & Treasury | 70301 | 0100 |
| 00040363 | Information Technology Special | | | 1 | V | 14 | 0 | 112,111 | Reg | 6000 | Chief Information Officer - IT | 60102 | 0100 |
| 00048170 | Fiscal Analyst | | | 1 | V | 14 | 0 | 112,110 | Reg | 4000 | Revenue Analysis | 40701 | 0100 |
| 00048171 | Senior Auditor (Tax) | | | 1 | V | 13 | 0 | 94,858 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00048172 | Auditor (Tax) | | | 1 | V | 12 | 0 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00048178 | REVENUE OFFICER | | | 1 | V | 11 | 0 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00048189 | Auditor (Tax) | | | 1 | V | 12 | 0 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00048192 | Auditor (Tax) | | | 1 | V | 12 | 0 | 82,326 | Reg | 5000 | Tax & Revenue - CO | 50502 | 0100 |
| 00076758 | Customer Service Representativ | | | 1 | V | 7 | 0 | 45,721 | Reg | 7000 | Finance & Treasury | 70501 | 0703 |
| 00077051 | Deputy Director | | | 1 | V | 15 | 0 | 150,600 | Reg | 5000 | Tax & Revenue - CO | 50501 | 0100 |
| 00077060 | Collections Representative | | | 1 | V | 8 | 0 | 50,207 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00077062 | Lead Collections Representativ | | | 1 | V | 10 | 0 | 60,584 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00078294 | REVENUE OFFICER | | | 1 | V | 11 | 0 | 66,542 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00078302 | ACCOUNTANT | | | 0.5 | V | 12 | 0 | 82,326 | Reg | 5000 | Tax & Revenue - RAA | 50601 | 0719 |
| 00078302 | ACCOUNTANT | | | 0.5 | V | 12 | 0 | 82,326 | Reg | 5000 | Tax & Revenue - RAA | 50702 | 0720 |
| 00085432 | Risk and Compliance Specialist | | | 1 | V | 14 | 0 | 112,110 | Reg | 1000 | Executive Office | 10108 | 0100 |
| 00085633 | Property Disposal Technician | | | 1 | V | 8 | 0 | 50,207 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00085970 | Customer Service Tax Specialis | | | 1 | V | 9 | 0 | 55,229 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00086207 | Property Disposal Technician | | | 1 | V | 8 | 0 | 50,207 | Reg | 7000 | Finance & Treasury | 70601 | 0613 |
| 00088307 | Customer Service Representativ | | | 1 | V | 8 | 0 | 50,207 | Reg | 7000 | Finance & Treasury | 70501 | 0100 |
| 00091433 | Customer Service Tax Specialis | | | 1 | V | 9 | 0 | 55,230 | Reg | 5000 | Tax & Revenue - CSA | 50202 | 0100 |
| 00091450 | Collections Representative | | | 1 | V | 7 | 0 | 45,721 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00091987 | Accounts Payable Technician | | | 1 | V | 8 | 0 | 50,207 | Reg | 1000 | Mgmt & Admin/Fin Ops | 104B2 | 0707 |
| 00092305 | SENIOR REVENUE OFFICER | | | 1 | V | 12 | 0 | 82,332 | Reg | 5000 | Tax & Revenue - CO | 50702 | 0100 |
| 00093456 | Collections Representative | | | 1 | V | 8 | 0 | 50,207 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |
| 00094851 | FINANCIAL MGR | | | 1 | V | 14 | 0 | 112,110 | Reg | 7000 | Finance & Treasury | 70604 | 0721 |
| 00094852 | Financial Analyst | | | 1 | V | 12 | 0 | 82,332 | Reg | 7000 | Finance & Treasury | 70604 | 0721 |
| 00094856 | Collections Representative | | | 1 | V | 9 | 1 | 55,229 | Reg | 7000 | Finance & Treasury | 70701 | 6115 |

**OFFICE OF THE CHIEF FINANCIAL OFFICER
 FY 2020 New FTEs - Recruitment Status
 February 26, 2020**

ATTACHMENT 2B

| Posn Nbr | Title | Date Filled | Vac Stat | Date Posted | NEOGOV REQ | Fund Type | Department | Notes |
|-----------------|--------------------------------------|--------------------|-----------------|--------------------|-------------------|-----------------------------------|-------------------|--|
| 00095569 | Lead Customer Service Representative | 10/14/2018 | F | N/A | N/A | Intra-District | OFT - Cash Mgt | Employee transferred from MOU where the position came from the buyer agency. |
| 00095570 | Customer Service Representative | 10/14/2018 | F | N/A | N/A | Intra-District | OFT - Cash Mgt | Employee transferred from MOU where the position came from the buyer agency. |
| 00099960 | Accountant | | V | Feb-20 | 1327 | Intra-District Special Purpose | OFT - Asset Mgt | Position posted again after re-classification last year. |
| 00099961 | Accountant | | V | Jan-20 | 1314 | Revenue Special Purpose | OTR - Rev Acctg | In classification |
| 00099962 | Accountant | | V | Jan-20 | 1322 | Revenue | OTR - Rev Acctg | In classification |

2019

OCFO Managerial Certification Program



OCFO Managerial Certification Program

At the OCFO, we are committed to your professional development. With that in mind, we developed the OCFO Managerial Certification Program (MCP). The OCFO MCP is a series of twelve required courses designed to enhance your managerial skills and provide you with the tools you need to succeed as people managers. Whether it's learning about the inner functions of the OCFO or conducting an effective performance review, this program covers it all. The courses are as follows:

- About the OCFO
- A Review of the OCFO Personnel Policies & Procedures
- Building an Effective Position Description
- Conducting an Effective Interview: Interviewing and Selecting the SMARTER Candidate
- Conflict Resolution
- Continuous Improvement for Managers and Supervisors
- Employee Documentation - Creating the Essential Paper Trail
- Employee Empowerment Defined
- Essential Management Skills
- Managing in a Union Environment
- Navigating the OCFO Hiring Process
- Tips for Conducting an Effective Performance Review

About the OCFO

We all know the OCFO works like a well-oiled machine, but few of us understand how it works. In this course, you will learn the functions of the OCFO: who we are, what we do and how we do it. Additionally, you will gain insight into our accomplishments and key achievements.

A Review of OCFO Personnel Policies and Procedures

Personnel Policies and Procedures play an important part in how we run our business. This course provides a deep dive into the OCFO Personnel Policies and Procedures Manual. A review of the general provisions ensures a better understanding of the policies and procedures and its application to our daily activities.

Building an Effective Position Description

The best way to hire the right people starts with an accurate position description. A clearly defined position description will create parity in job titles and consistency of job levels throughout the organization. In this course, you will gain an in-depth understanding of the components of a position description.



Conducting an Effective Interview: Interviewing and Selecting the SMARTER Candidate

Selecting the right candidate for the job is essential. The interview is an important step in the selection process. Conducting an effective interview enables the hiring manager to choose the right person for the job. In this course, you will explore pre-interview techniques, develop

effective interview questions, learn to conduct SMARTER interviews, and know what to do following the interview phase.

Conflict Resolution

Workplace conflict is almost inevitable when employees of varied backgrounds and professional experiences are brought together for a shared business purpose. Conflict can—and should—be managed and resolved. This course examines the causes and effects of workplace conflict and the importance of why you should immediately address it.

Continuous Improvement for Managers and Supervisors

This course is designed to enhance a culture of continuous improvement in the workplace by helping identify ways to be more efficient as a leader. We will detail the benefits associated with embracing continuous improvement as part of our daily work activities. The course will highlight the significance and advantages of incorporating SMARTER values in the workplace and provide you with strategies for demonstrating these characteristics in your work environment.

Employee Documentation - Creating the Essential Paper Trail

The purpose of documenting performance management activities is to provide a recorded account of employee achievements and the steps taken by management to address performance deficiencies with the overall goal of supporting the employee's success. In this course, you will learn the techniques to properly document performance, understand the value to both managers and employees, and the importance of addressing performance deficiencies in a timely manner.



Employee Empowerment Defined

Empowering employees is the ongoing process of providing the tools, training, resources, encouragement and motivation employees need to perform at their optimum level. This course will discuss how to empower employees to take the initiative, solve problems, and suggest improvements within the sphere of their responsibility and authority.

Essential Management Skills

Getting work done through others is a critical aspect of being a manager. In addition to performing your tasks and responsibilities, you must develop the people-skills to motivate others to be their best and deliver high quality services and products. This course will provide you with the basic skills necessary to manage and motivate your employees.

Managing in a Union Environment

Managing in a union environment comes with a unique set of responsibilities. Managers and supervisors must be equipped with the necessary knowledge and tools to succeed in this framework. This course will explain management and union employees' rights and responsibilities, provide guidance on the best way to manage the performance of employees in a union, and explain the grievance process.

Navigating the OCFO Hiring Process

In Navigating the OCFO Hiring Process, you will explore the recruitment lifecycle from pre-hire to the final selection phase. In addition, we will explain best practices in hiring. This course covers the entire hiring process in detail.

Tips for Conducting an Effective Performance Review

Performance reviews are one of the most important communication tools we have. They benefit both managers and employees by providing feedback, recognizing quality performance and setting expectations for future job performance. This course will explore the 4-phased approach of conducting a performance review: plan performance, manage performance, appraise performance and develop performance.



OCFO CONTRACT INVENTORY
February 21, 2020

ATTACHMENT 7

| Contract# | Vendor Name | Contract Title | Current Budgeted Value | Program Area | COTR | Term | Period End | Award Method | Actual Amount Spent | Funding Source |
|-----------------|--|--|------------------------|--------------|-------------------|--------------------|------------|-------------------------|---------------------|----------------|
| CFOPD-14-C-036F | Advance Digital Systems, Inc. | IT Support Services for MITS | \$591,323.20 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 9/30/19 | Competitive | \$944,110.89 | 0100/0300 |
| CFOPD-16-C-028 | American Express Travel Related Services Company, Inc. | American Express Card Acceptance | \$900,000.00 | OFT | Valencia Gregory | Base 1yr + 4, 1yr | 6/5/20 | Sole Source | \$874,553.96 | 0100 |
| CFOPD-18-C-008 | Analytica, LLC | Code 1 Doc 1 Maintenance | \$123,503.90 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 10/12/20 | Competitive | \$366,325.12 | 0100 |
| CFOPD-15-C-015 | Aspect Software Inc. | Telephony Call Center Upgrade & Maintenance Services | \$104,834.74 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/7/20 | Exempt from Competition | \$337,263.90 | 0100 |
| CFOPD-17-C-016A | Audit Services US | Unclaimed Property Auditing Services | \$250,000.00 | OFT | Lynn Hall | Base 1yr + 4, 1yr | 1/12/21 | Competitive | \$119,585.16 | 0613 |
| CFOPD-15-C-018 | Authenticaid, Inc. | Alias Matching Services | \$105,000.00 | OTR | Jacqueline Alston | Base 1yr + 4, 1yr | 4/8/20 | Competitive | \$58,562.20 | 0611 |
| CFOPD-19A-008E | BAE Urban Economics | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$74,710.00 | 0100 |
| CFOPD-19-A-008E | BAE Urban Economics | Real Estate Development Advisory Services | \$100,000.00 | OFT | Nate Cruz | Base 1yr + 4, 1yr | 10/31/20 | Competitive | \$0.00 | 0100 |
| CFOPD-16-C-013B | Balmar, Inc. dba HBP | Budget Books Printing Services | \$56,894.00 | OBP | Margaret Myers | Base 1yr + 4, 1yr | 1/31/21 | Competitive | \$180,106.21 | 0100 |
| CFOPD-16-C-013A | Balmar, Inc. dba HBP | CAFR / PAFR Print and Publication | \$51,340.00 | OFOS | Vanessa Jackson | Base 1yr + 4, 1yr | 1/7/21 | Competitive | \$199,709.40 | 0100 |
| CFOPD-16-C-014 | BDO USA, LLP | Single Audit Services | \$1,503,342.00 | OIO | Tiong The | Base 1 yr + 4, 1yr | 11/30/20 | Competitive | \$3,035,008.07 | 0716 |
| CFOPD-19-C-022 | Bert Smith & Company | Collateral Bond Auditing Services | \$156,450.00 | OFT | Mia Newman | Base 1yr + 4, 1yr | 3/6/20 | Competitive | \$156,450.00 | 0100 |
| CFOPD-16-A-045C | Bolan Smart Associates, Inc. | Real Estate Assessor | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 6/29/18 | Competitive | \$0.00 | 0100 |
| CFOPD-17-C-002 | Bondurant Enterprises, Inc. DBA Probar | Personal Property Inventory | \$102,016.00 | OFOS | David Pivec | Base 1yr + 4, 1yr | 1/31/21 | Competitive | \$302,634.00 | 0712 |
| CFOPD-14-C-061 | Canon USA, Inc. | High Speed Printer | \$100,623.62 | OFT | Joseph Cobb | Base 1yr + 4, 1yr | 9/30/19 | Exempt from Competition | \$198,804.47 | 0100 |
| CFOPD-17-C-009 | Chase Paymentech (JP Morgan) | Merchant Processing Services | \$15,000,000.00 | OFT | Valencia Gregory | Base 3 yr + 5, 2yr | 5/18/20 | Competitive | \$5,923,274.94 | 0100 |

**OCFO CONTRACT INVENTORY
February 21, 2020**

ATTACHMENT 7

| | | | | | | | | | | |
|----------------------|--|--|----------------|-----------------|------------------|--------------------|----------|-------------|----------------|-----------|
| CFOPD-19-C-007 | Cheiron Inc. | Actuarial Services | \$91,000.00 | OFT | Rodney Dickerson | Base 2 yr + 2, 2yr | 10/14/20 | Competitive | \$0.00 | 0100 |
| CFOPD-11-C-023 | CitiBank | Comprehensive Banking Services | \$2,261,660.00 | OFT | Johann Moulinier | Base 5yr + 2, 5yr | 1/20/21 | Competitive | \$1,437,271.13 | 0610 |
| CFOPD-18-C-006 | CityBase Inc. | Kiosks | \$818,710.00 | OFT | Bryan Hebron | Base 1 yr + 4, 1yr | 5/3/20 | Competitive | \$828,176.40 | 0304/0100 |
| CFOPD-16-C-054 | CobbleStone Systems Corp. | Procurement Management System | \$31,048.85 | OMA / Contracts | Lisa Pierson | Base 1yr + 4, 1yr | 9/20/20 | Competitive | \$61,244.06 | 0100 |
| CFOPD-19-A-008B | CohnReznick LLP | Real Estate Development Advisory Services | \$100,000.00 | OFT | Nate Cruz | Base 1yr + 4, 1yr | 10/31/20 | Competitive | \$0.00 | 0100 |
| CFOPD-11-C-043 | Conduent State & Local Solutions, Inc. | Unclaimed Property Abandoned Security Custody Services | \$124,582.50 | OFT | Gracie Musher | Base 1yr + 4, 1yr | 4/7/18 | Competitive | \$117,532.50 | 0613 |
| CFOPD-18-C-016 | Conduent State & Local Solutions, Inc. | Unclaimed Property Abandoned Security Custody Services | \$210,515.00 | OFT | Lynn Hall | Base 1 yr + 4, 1yr | 4/7/20 | Competitive | \$9,714.50 | 0613 |
| PO-GF-2010-C-1090-DJ | Continental Service Group d/b/a CONSERVE | Collection Services for UDC Primary | \$15,000.00 | OFT | Alice Cooke | Base 1 yr + 4, 1yr | 10/31/19 | Competitive | \$107,581.05 | 6115 |
| CFOPD-16-C-044 | CSC Covansys Corporation | WIC Program Management Services | \$101,662.12 | OFT | Valencia Gregory | Base 1yr + 4, 1yr | 9/15/20 | Competitive | \$217,742.38 | 0718 |
| CFOPD-19-A-008A | Cumming Construction Management, Inc. | Real Estate Development Advisory Services | \$100,000.00 | OFT | Nate Cruz | Base 1yr + 4, 1yr | 10/31/20 | Competitive | \$0.00 | 0100 |
| CFOPD-19-C-030 | Deloitte & Touche, LLC | Business Process and TMS Consulting Services | \$950,000.00 | OFT | Sarah Jacobus | Base 1yr + 1, 1yr | 9/26/20 | Competitive | \$100,000.00 | 0304 |
| CFOPD-19-C-001 | Deloitte Consulting LLP | Enterprise Financial System | \$3,750,000.00 | OCIO | Jim Snight | Base 1yr + 6, 1yr | 6/2/20 | Competitive | \$1,687,500.00 | 0304 |
| CFOPD-19-C-015 | Deloitte Consulting LLP | EFS OCM | \$1,273,930.00 | OCIO | Jim Snight | Base 1yr + 6, 1yr | 7/14/20 | Competitive | \$0.00 | 0304 |
| CFOPD-16-A-045D | Delta Associates | Real Estate Assessor | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/18 | Competitive | \$17,253.80 | 0100 |
| CFOPD-19A-008D | Delta Associates | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$40,099.00 | 0100 |

**OCFO CONTRACT INVENTORY
February 21, 2020**

ATTACHMENT 7

| | | | | | | | | | | |
|-----------------|---------------------------------------|---|-----------------|------|---------------------|--------------------|----------|-------------------------|-----------------|----------------|
| CFOPD-19-C-038 | DigiDoc, Inc. | Oracle Financials Cloud & PBCS | \$2,970,296.24 | OCIO | Jim Snight | Base 1yr + 9, 1yr | 5/30/20 | Competitive | \$1,485,148.14 | 0304 |
| CFOPD-16-C-022 | Document Systems | Conversion of Microfilm/Fiches | \$100,000.00 | OTR | Ida Williams | Base 1yr + 4, 1yr | 1/25/21 | Competitive | \$1,006,900.92 | 0606 |
| CFOPD-15-C-011 | Dunbar Armored | Armored Car Delivery Services | \$249,000.00 | OFT | Donna McKenzie | Base 1yr + 4, 1yr | 12/14/19 | Competitive | \$203,456.51 | 0705 |
| CFOPD-11-C-040 | eFunds Corp. | EBT Services | \$2,557,294.59 | OFT | Valencia Gregory | Base 5yr + 2, 2 yr | 7/13/20 | Competitive | \$3,024,505.76 | 0100/8200/0705 |
| CFOPD-14-C-036B | eKuber Ventures, Inc. | IT Support Services for MITS | \$228,550.40 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 9/30/19 | Competitive | \$380,811.61 | 0100/0300 |
| CFOPD-19A-008G | Emax Financial & Real Estate Advisory | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$10,753.96 | 0100 |
| CFOPD-13-C-026C | Entigence Corp | Information Support Services-Cognos Report Writer | \$181,000.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 6/25/19 | Competitive | \$278,126.00 | 0100 |
| CFOPD-13-C-020 | Entigence Corporation | IT COGNOS System Support Specialist | \$373,048.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/14/18 | Competitive | \$180,246.75 | 0100 |
| CFOPD-18-C-014 | Entigence Corporation | Cognos/Tableau Support Services | \$353,600.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/14/20 | Competitive | \$561,523.60 | 0100 |
| CFOPD-19-C-021A | Entigence Corporation | Tableau/Cognos Specialist | \$239,200.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 6/25/20 | Competitive | \$135,815.00 | 0100 |
| CFOPD-18-C-040 | Executive Information System, LLC | Data Flux Maintenance & License | \$181,133.78 | OCIO | Lisa Pierson | Base 1yr + 3, 1yr | 9/30/19 | Exempt from Competition | \$366,713.66 | 0100 |
| CFOPD-16-C-027 | Fairfax Imaging, Inc. | IDCS | \$200,545.00 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 4/7/21 | Exempt from Competition | \$383,735.00 | 0100 |
| CFOPD-19-C-023 | Fast Data Services, LLC | Fraud Detection Services | \$300,000.00 | OTR | Charles Hunter | Base 1yr + 4, 1yr | 1/5/21 | Competitive | \$1,000,000.00 | 0100 |
| CFOPD-14-C-031 | Fast Enterprise, LLC | Modernized Integrated Tax System (MITS) | \$49,088,000.00 | OTR | Thaddeus Russell | Base 5yr + 2, 1yr | 7/1/20 | Competitive | \$19,368,435.00 | 0300/0304 |
| CFOPD-19-C-036 | FAST Enterprises LLC | Modernized Real Property Tax System | \$9,800,000.00 | OTR | Vladimir Jadrijevic | Base 1yr + 4, 1yr | 6/30/20 | Competitive | \$1,125,000.00 | 0300 |
| CFOPD-14-C-029 | Gartner | IT Research Services | \$112,743.00 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 3/19/19 | Competitive | \$112,743.00 | 0100 |
| CFOPD-18-C-003 | Gartner | Real Property Modernization Consultant Services | \$37,400.00 | OCIO | Lisa Pierson | Base 1yr +4, 1yr | 8/31/19 | Competitive | \$412,400.00 | 0100 |
| CFOPD-15-C-021 | Gartner | QA / IV&V Svcs for MITS | \$1,054,419.00 | OTR | Lisa Pierson | Base 1yr + 4, 1yr | 11/26/18 | Competitive | \$1,275,202.00 | 0300 |

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| CFOPD-20-C-011 | Gartner, Inc. | IVV - EFS, TMS, and Ariba Cloud | \$3,342,141.00 | OCIO | Jim Snight | Base 1yr + 6, 1yr | 12/1/20 | Competitive | \$278,511.75 | 0304 |
| CFOPD-19-C-011A | Gartner, Inc. | MRPTS IV&V Services | \$1,544,071.08 | OTR | Eva Liggins | Base 1yr + 2, 1yr | 7/7/20 | Competitive | \$643,362.95 | 0300 |
| CFOPD-16-A-045A | Government Finance Group | Real Estate Assessor | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 7/12/18 | Competitive | \$0.00 | 0100 |
| CFOPD-15-A-058 | Government Publishing Office | Government Forms Printing Services | \$313,203.00 | OTR | Joseph Parran | Base 1yr + 4, 1yr | 10/12/19 | Exempt from Competition | \$613,203.00 | 0100 |
| CFOPD-19-C-003 | Harris & Harris Ltd | Delinquent Debt Collections - CCU | \$2,112,154.83 | OFT | Alice Cooke | Base 1yr + 4, 1yr | 5/20/20 | Competitive | \$412,478.01 | 6115 |
| CFOPD-18-C-019 | Incapsulate, LLC | Tableau License Software | \$425,766.35 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 6/28/20 | Competitive | \$991,298.83 | 0100 |
| DCKV-2007-C-0001 | Industrial Bank N.A. | Delinquent Collections Services | \$4,050,000.00 | OFT | Alice Cooke | Base 3m + 3, 3ms | 11/30/19 | Competitive | \$6,363,095.43 | 6115 |
| CFOPD-15-C-005 | Informatix, Inc. | Financial Institutions Data Match (FIDM) Services | \$102,000.00 | OTR | Jacqueline Alston | Base 1yr + 4, 1yr | 11/30/19 | Competitive | \$21,675.00 | 0611 |
| CFOPD-20-C-018 | Informatix, Inc. | FIDM Services | \$173,000.00 | OTR | Jacqueline Alston | Base 1yr + 4, 1yr | 12/19/20 | Competitive | \$0.00 | 0100 |
| CFOPD-16-C-037 | Inquiries Acquisition, LLC d/b/a Inquiries Screening | Background Screening Services | \$100,000.00 | OIO | Allen Johnson | Base 1yr + 4, 1yr | 9/7/20 | Competitive | \$121,450.81 | 0100 |
| CFOPD-13-C-026B | Intellipoint Consulting, Inc. | IT Support Services B Oracle Service Oriented Architecture (SOA) Developer | \$212,492.80 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 7/2/18 | Competitive | \$193,673.44 | 0100 |
| CFOPD-19-C-021B | IntelliPoint Consulting, Inc. | Oracle SOA Suite/Tableau Developer | \$243,089.60 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/1/20 | Competitive | \$200,000.00 | 0100 |
| CFOPD-18-C-005 | ISG Public Sector | RFP Development Services - EFS | \$278,400.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/23/19 | Competitive | \$0.00 | 0300 |
| CFOPD-16-A-045B | Jones Lang LaSalle Americas | Real Estate Assessor | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/18 | Competitive | \$16,795.48 | 0100 |
| CFOPD-19A-008C | Jones Lang LaSalle Americas, Inc. | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$0.00 | 0100 |
| CFOPD-17-C-015 | Kelmar Associates LLC | Unclaimed Property Management System | \$218,000.00 | OFT | Lynn Hall | Base 1yr + 4, 1yr | 1/23/21 | Competitive | \$386,333.30 | 0613 |

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| CFOPD-19-C-034A | KMC, Inc. | IT Support Services for MITS | \$165,568.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/17/20 | Competitive | \$165,568.00 | 0100 |
| CFOPD-11-C-033 | Kofile technologies, Inc. | Data warehouse and maintenance | \$111,900.00 | OTR | Ida Williams | Base 1yr +6, 1yr | 2/27/18 | Competitive | \$95,880.00 | 0606 |
| CFOPD-19-C-028 | Konstrukture | OBP Office Renovations | \$95,820.00 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 8/4/20 | Competitive | \$95,820.00 | 0100 |
| CFOPD-19-C-047 | Kyriba Corp. | Treasury Management System | \$362,768.08 | OFT | Sarah Jacobus | Base 1yr + 4, 1yr | 6/27/20 | Competitive | \$223,645.21 | 0304 |
| CFOPD-15-C-008 | Lexis Nexis Risk Solutions FL Inc. | Tax Refund Investigative Solution Services | \$955,000.00 | OTR | Charles Hunter | Base 1 yr + 4, 1yr | 1/26/20 | Sole Source | \$1,699,443.40 | 0100 (0611) |
| CFOPD-16-C-055 | Limbic Systems, Inc. | Security Assessment Services | \$151,579.84 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 8/17/20 | Competitive | \$132,355.20 | 0100/0300 |
| CFOPD-18-C-011 | Limbic Systems, Inc. | Windows 10 & Office 365 Services | \$176,737.60 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 10/31/20 | Competitive | \$106,455.10 | 0100 |
| CFOPD-20-C-013 | Limbic Systems, Inc. | MITs Security Assessment | \$71,847.44 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 1/2/21 | Competitive | \$71,847.44 | 0300 |
| CFOPD-16-C-048 | Maru Solutions, Inc. | IT Staffing | \$1,226,680.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 8/14/20 | Competitive | \$2,366,286.87 | 0100/0300 |
| CFOPD-18-C-013 | MB Staffing Services | Temporary Employment Services | \$281,736.00 | OTR | Valerie Lucas Greene | Base 1yr + 4, 1yr | 6/27/20 | Competitive | \$296,152.08 | 0100 |
| CFOPD-17-C-035 | Menel Enterprises LLC | OCIO Architect and Project Mgr | \$260,000.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 8/23/20 | Competitive | \$728,045.00 | 0100/0304 |
| CFOPD-19-C-018A | Midtown Personnel, Inc. | IT Positions - Sr Systems Admin & Business Analyst | \$354,681.60 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 9/11/20 | Competitive | \$0.00 | 0100 |
| CFOPD-18-C-033 | Midtown Personnel, Inc. | Temporary Employment Services | \$394,846.40 | OFOS | Vanessa Jackson | Base 1yr + 4, 1yr | 8/26/20 | Competitive | \$15,450.98 | 0100 |
| CFOPD-18-C-017 | Mindfinders | Temporary Employment Services | \$221,644.80 | OTR | Ezeth Halliday | Base 1yr + 4, 1yr | 8/1/20 | Competitive | \$102,368.58 | 0100 |
| CFOPD-16-C-008 | MOI, Inc. | Furniture - Kimball & HON | \$900,000.00 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 11/24/20 | Exempt from Competition | \$20,157.25 | 0100 |

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| CFOPD-14-C-057 | Multi-State Tax Commission | Membership, Services Adjustment, National Nexus Program and Audit Reimbursement Fee | \$234,679.00 | OTR | Deborah Evans | Base 1yr + 4, 1yr | 6/30/19 | Exempt from Competition | \$238,328.00 | 0100 |
| CFOPD-19-C-035 | Multi-State Tax Commission | Commission Membership | \$239,505.00 | OTR | Deborah Evans | Base 2yr + 5, 1yr | 6/4/21 | Exempt from Competition | \$61,870.00 | 0100 |
| CFOPD-13-C-011 | MuniServices | Universal Tax Collector (Secondary) | \$950,000.00 | OTR | Jacqueline Alston | Base 3yr + 2, 2yr | 6/30/20 | Competitive | \$590,158.32 | 0611 |
| CFOPD-19-C-025 | MVS Inc. | Dell Servers Upgrade | \$394,987.00 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 4/11/20 | Competitive | \$394,987.00 | 0100 |
| CFOPD-19-C-029 | MVS Inc. | Soar Laptops | \$258,199.40 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/22/20 | Competitive | \$258,199.40 | 0100 |
| CFOPD-18-C-015 | MVS Inc. | Netback Software and Hardware Support and Maintenance | \$106,385.01 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 2/8/21 | Competitive | \$225,023.13 | 0100 |
| CFOPD-18-C-029 | MVS, Inc. | Oracle Software & Support | \$941,751.98 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 5/26/20 | Competitive | \$887,346.54 | 0100 |
| CFOPD-19-C-043 | MVS, Inc. | VMWare DR Licenses | \$314,851.93 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/30/20 | Competitive | \$214,851.93 | 0100 |
| CFOPD-16-C-011 | MVS, Inc. | Vmware Renewal & Maintenance | \$93,629.91 | OCIO | Lisa Pierson | Base 9m + 4, 1yr | 9/30/20 | Competitive | \$280,889.73 | 0100 |
| CFOPD-18-C-020 | MVS, Inc. | Dell Laptops and Services | \$507,973.20 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 1/15/21 | Competitive | \$1,022,516.40 | 0100 |
| CFOPD-12-C-034 | Nationwide Recovery Service, Inc. | Collections Services for Hospital | \$50,000.00 | OFT | Alice Cooke | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$71,084.83 | 6115 |
| CFOPD-13-C-016 | Networking For Future, Inc. | Network Support Services | \$100,368.00 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 6/2/18 | Competitive | \$163,777.34 | 0100 |
| CFOPD-15-C-009 | Networking For Future, Inc. | NetApp VDI Upgrade | \$17,246.16 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 12/1/18 | Competitive | \$17,246.16 | 0100 |
| CFOPD-14-C-013 | Networking For Future, Inc. | SAN Replacement | \$25,586.64 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 12/12/18 | Competitive | \$25,586.64 | 0300 |
| CFOPD-16-C-030 | Networking For Future, Inc. | Riverbed App Hardware and Maitenance | \$43,168.92 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 3/14/19 | Competitive | \$43,168.92 | 0100 |
| CFOPD-17-C-040 | Networking For Future, Inc. | Network Refresh | \$75,793.10 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 8/8/19 | Competitive | \$195,313.10 | 0100 |
| CFOPD-18-C-039 | Networking For Future, Inc. | SAN Upgrade NetApp | \$410,144.50 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 9/9/19 | Competitive | \$424,632.00 | 0100 |

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| CFOPD-14-C-036D | Networking For Future, Inc. | IT Support Services for MITS | \$291,720.00 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 9/30/19 | Competitive | \$505,452.77 | 0300 |
| CFOPD-15-C-059 | Networking For Future, Inc. | Cisco USC Upgrade | \$3,937.20 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 10/25/19 | Competitive | \$7,874.40 | 0100 |
| CFOPD-17-C-023 | Networking for Future, Inc. | Disaster Recovery Hardware-Netapp | \$9,876.92 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 3/15/20 | Competitive | \$19,878.86 | 0100 |
| CFOPD-18-C-022 | Networking For Future, Inc. | Senior Network Security Engineer | \$301,350.40 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 6/2/20 | Competitive | \$451,849.20 | 0100 |
| CFOPD-16-C-046 | Networking For Future, Inc. | IDCS Imaging and Support Services | \$290,700.80 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/19/20 | Competitive | \$635,034.40 | 0100 |
| CFOPD-19-C-012 | Networking For Future, Inc. | Cisco Hardware and Software | \$130,318.50 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 8/8/20 | Competitive | \$179,279.86 | 0100 |
| CFOPD-19-C-018C | Networking for Future, Inc. | IT Positions - Sr. Program Manager, Sr. Database Developer | \$494,395.20 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 9/11/20 | Competitive | \$149,171.99 | 0300 |
| CFOPD-18-C-004 | Networking For Future, Inc. | Splunk Cloud Services | \$195,650.00 | OCIO | Lisa Pierson | Base 1yr +4, 1yr | 10/22/20 | Competitive | \$391,300.00 | 0100 |
| CFOPD-19A-008H | Newmark Knight Frank Valuation & Advisory | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$0.00 | 0100 |
| CFOPD-15-C-026 | NRI, Inc. | Temporary Personnel Support Services | \$754,939.20 | OFT | Jeanne Hoover | Base 1yr + 4, 1yr | 2/19/20 | Competitive | \$1,622,618.67 | 0100 |
| CFOPD-19-C-004 | Paige Industrial Services, Inc. | Office Renovation | \$110,335.23 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 11/9/19 | Competitive | \$119,135.23 | 0100 |
| CFOPD-14-C-064 | Pitney Bowes | High Speed Mail Stuffer Machine and Maintenance | \$11,465.00 | OIR | Ezeth Halliday | Base 1yr + 4, 1yr | 9/10/19 | Competitive | \$23,205.08 | 0100 |
| CFOPD-19-C-017 | POSDATA Group Inc. | Integrated Point of Sales System | \$186,317.50 | OFT | Bryan Hebron | Base 1 yr + 4, 1yr | 6/19/20 | Competitive | \$0.00 | 6115 |
| CFOPD-16-C-019 | Public Performance Management, LLC (PPM) | Informatica Support & Maintenance | \$183,984.11 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 9/30/20 | Competitive | \$528,339.99 | 0100 |
| CFOPD-17-C-010A | Regis and Associates | Preperation of Financial Statements OPEB | NTE \$900,000.00 | OFT | Rodney Dickerson | Base 3 yr + 4, 1yr | 9/27/20 | Competitive | \$0.00 | 0100 |
| CFOPD-15-C-001 | Revenue Solutions, Inc. | ITS Support Services | \$3,000,000.00 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 12/13/19 | Competitive | \$6,307,204.49 | 0100 |

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| CFOPD-20-C-003 | Revenue Solutions, Inc. | ITS Support Services | \$2,762,655.20 | OCIO | Lisa Pierson | Base 1yr + 9, 1yr | 12/5/20 | Competitive | \$350,133.19 | 0100 |
| CFOPD-14-C-053 | Ross Professional Services, LLC | Temporary Support Services - RAA | \$218,691.20 | OTR | Eric Bime | Base 1yr + 4, 1yr | 8/14/19 | Competitive | \$342,680.27 | 0100 |
| CFOPD-16-C-002 | RSI Enterprises | Universal Tax Collector (Secondary) | \$1,900,000.00 | OTR | Jacqueline Alston | Base 3yr + 2, 2yr | 12/7/20 | Competitive | \$579,942.54 | 0611 |
| CFOPD-18-C-010 | SAND Technology | SAND Software License & Maintenance | \$149,809.26 | OCIO | Lisa Pierson | Base 10mths + 4, 1yr | 9/30/19 | Exempt from Competition | \$296,681.08 | 0100 |
| CFOPD-19A-008F | SB Friedman Compnay | Real Estate Development Advisory Services | \$100,000.00 | EDF | Nate Cruz | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$0.00 | 0100 |
| CFOPD-19-C-039 | Sharp Electronics Corporation | Sharp Copier Lease and Maintenance | \$266,232.00 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 5/31/20 | Competitive | \$192,004.62 | 0100 |
| CFOPD-14-C-039 | Sharp Electronics Corporation | Sharp Copiers Lease and Maintenance | \$121,376.00 | OMA/Logistics | Brenda Proctor | Base 4mths + 4, 1yr & 1, 8mths | 5/31/19 | Exempt from Competition | \$279,505.69 | 0100 |
| CFOPD-14-C-056 | Sharp Electronics Corporation | Sharp Phase 2 Copiers Lease and Maintenance | \$190,610.30 | OMA/Logistics | Brenda Proctor | Base 1mth + 4, 1yr & 1, 11mths | 6/30/19 | Exempt from Competition | \$471,585.94 | 0100 |
| CFOPD-14-C-063 | Shred-It USA, LLC | Document Shredding and Recycling Services | \$48,612.00 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 11/12/19 | Competitive | \$97,200.78 | 0100 |
| CFOPD-17-C-001 | SP Plus Corporation | Parking Services | \$250,000.00 | OMA/Logistics | Brenda Proctor | Base 1yr + 4, 1yr | 6/30/20 | Sole Source | \$1,292,867.84 | 0100 |
| CFOPD-16-C-032 | Stockbridge Consulting LLC | IBM Software and Support | \$463,253.98 | OCIO | Lisa Pierson | Base 1yr + 1, 1yr | 4/30/18 | Competitive | \$465,225.88 | 0100 |
| CFOPD-16-C-031 | Stockbridge Consulting LLC | Tripwire Security and Hardware | \$12,166.30 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 4/10/20 | Competitive | \$91,430.99 | 0100 |
| CFOPD-18-C-028 | Stockbridge Consulting LLC | IBM Software and Support | \$465,225.88 | OCIO | Lisa Pierson | Base 1 yr + 4, 1yr | 4/30/20 | Competitive | \$944,460.50 | 0100 |
| CFOPD-17-C-024 | Strategic Treasurer LLC | Lockbox Services Consultant | \$162,610.00 | OFT | Gloria Vines | Base 1yr + 4, 1yr | 8/2/19 | Competitive | \$83,076.00 | 0100 |
| CFOPD-18-C-018 | Tax Management Associates, inc. | Principle Residence Exemption Audit Services | \$480,000.00 | OTR | Vladimir Jadrijevic | Base 1yr + 4, 1yr | 5/3/20 | Competitive | \$0.00 | 0611 |
| CFOPD-16-C-035 | The Robert Bobb Group, LLC | Change Management Services | \$1,554,680.00 | OTR | Liggins Eva | Base 6ms + 4, 1yr | 12/31/18 | Competitive | \$1,554,680.00 | 0300 |

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| CFOPD-19-C-011B | The Robert Bobb Group, LLC | MRPTS OCM Services | \$1,600,500.00 | OTR | Eva Liggins | Base 1yr + 2, 1yr | 7/7/20 | Competitive | \$800,250.00 | 0300 |
| CFOPD-15-C-062 | Veritas Consulting Group, Inc. | Electronics Services | \$9,000.00 | OMA/Logistics | Brenda Proctor | Base 1 yr + 4, 1yr | 9/17/19 | Competitive | \$0.00 | 0100 |
| CFOPD-16-C-042A | Verus Analytics, LLC | Unclaimed Property Auditing Services | \$512,500.00 | OFT | Lynn Hall | Base 1 yr + 4, 1yr | 6/21/20 | Competitive | \$1,058,813.41 | 0613 |
| CFOPD-19-C-021C | vTech Solution, Inc. | SharePoint Online Developer | \$246,022.40 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/11/20 | Competitive | \$0.00 | 0100 |
| CFOPD-19-C-034B | vTech Solution, Inc. | Mainframe Support Analyst | \$95,779.84 | OCIO | Lisa Pierson | Base 1yr + 4, 1yr | 7/17/20 | Competitive | \$14,044.64 | 0100 |
| CFOPD-17-C-013 | Wells Fargo & Company | Custody Services | \$211,728.00 | OFT | Grace Lee | Base 1yr + 4, 1yr | 1/31/21 | Competitive | \$312,820.15 | 0610 |
| CFOPD-11-C-024 | Wells Fargo Bank, N.A. | Comprehensive Banking Services | \$12,408,397.00 | OFT | Johann Moulinier | Base 5yr + 2, 5yr | 12/15/20 | Competitive | \$6,668,381.47 | 0610 |
| PO-GF-2010-C-1089-DJ | Williams & Fudge, Inc. | Collection Services UDC - Secondary | \$3,000.00 | OFT | Alice Cooke | Base 1yr + 4, 1yr | 10/31/19 | Competitive | \$1,075.43 | 6115 |

Status of Implementation of IT Systems

| System Name | Status |
|--|--|
| <p>System of Accounting and Reporting/SOAR</p> | <p>Contracts were awarded by the OCFO in FY 2019 to Deloitte Consulting, Inc. for them to provide implementation and change management services to the District for replacing SOAR with a new financial accounting and budgeting system to be called DIFS (District Integrated Financial System). The services in FY 2019 included the start of the Blueprint phase of the project to confirm readiness of the accounting and budgeting solution for use by the District, with the first wave of implementation to start in FY 2020. Contracts were also awarded to Kyriba Corp. (provider assisting with implementation) and Deloitte (business process re-engineering, best practices, and project management) to assist the District in implementing a new treasury management system (TMS) in FY 2020. As FY 2019 ended, the OCFO was in the process of awarding a contract for IV&V services to assist the District in overseeing the DIFS implementation, DIFS organizational change management, TMS implementation, TMS business process re-engineering, and PASS/Ariba Cloud project as well as review the coordination activities between the OCFO, OCP and OCTO with DIFS, PASS, and PeopleSoft.</p> |
| <p>Modernized Integrated Tax System/MITS</p> | <p>All phases of MITS are complete. Last phase of MITS completed in Fiscal Year 2019.</p> <p>We continue to upgrade the underlying Software to the latest version as vendor releases new version. Since last Go live, we have upgraded to version 11 in June 2019. We are currently in the process of upgrading to Version 12 for Individual income and Business taxes. This will be rolled out on December 7th, 2020 along with MRPTS project.</p> <p>Version 12 will bring User interface improvements such as Sticky action Buttons, 3 panel display, Fewer popups, Screen Improvements and additional features that we can take advantage of such as Return Staging, Key Performance Indicator Tracking, Relationships through Fast Data Services, Using Environment sets, Return Analytics, Decision Support systems.</p> |

Attachment 9

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| <p>Modernized Real Property Tax System/MRPTS</p> | <p>The Modernized Real Property Tax System (MRPTS) project modernizes the District’s Integrated Tax System for real property taxes. The MRPTS is a related component system of the MITS and received funding through the MITS capital project. The project kicked off on July 10th, 2019 and is on track to Go Live on December 7th, 2020. Real property modernization allows OTR to make gains in operational quality and efficiency through adoption of a modern digital era system. The MRPTS will also help OCFO retire our dependency on the mainframe and increases our ability to meet changing business requirements and needs. The MRPTS is further expected to streamline and improve customer interactions.</p> <p>The project continues as scheduled. All preparation and inventory activities are complete. The project teams continue to define and update development tasks. Requirements are being managed and processes continue to be refined. Interface partners have been identified and are active in the project’s definition phase. Implementation specifications have been completed and are being evaluated. Developers continue with the in-scope base program configuration task in preparation for the Administrations’ Verification Sessions, leading to the Development phase of the project. The conversion of data from the legacy system has been started. The project team has defined the data purification and conversion verification processes. MRPTS test planning is underway. A Master Test Plan has been developed and approved. The project team continues to work on the Master Training Plan.</p> |
| <p>Call Center Upgrade</p> | <p>OCFO is seeking to implement a new omnichannel, client engagement set of tools that will enable a high level of Client service. Multi-channel capabilities will include voice, email, fax, chat, social media and SMS.</p> <p>We Project the cost to implement, based on our Independent Government Estimate, to be \$ 2,576,100.00.</p> |
| <p>Central Collection Unit/CCU</p> | <p>The District awarded a contract to Harris & Harris to provide both debt collection services and a system of record and support to the OCFO’s Central Collections Unit (CCU) in May 2019. The system went live in the first quarter of FY 2020.</p> |

ATTACHMENT 11

| Strategic Initiative | Actions Taken in FY 2019 | Actions Planned/Scheduled for FY 2020 |
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| Continue implementation of a Modernized Integrated Tax System (MITS) to replace the current tax system | Continuing to maintain the MITS system with up-to-date service packs. Additionally, continuing to integrate all tax types to the system of record, such as sports wagering, consumer use and long-term homeowner credit. | Continuing to maintain the system with up-to-date service packs, and implementation of real property taxes. The real property tax implementation will be fully operational in December 2020. This new enhancement will provide online filing of tax relief applications, submission of tax assessments appeal application, and much more. |
| Implement Telephony System 2.0 and integrate Telephony System with a Customer Relations Management System for all areas of the OCFO a new telephone system in the Office | Re-evaluating requirements on the implementation of Phase II of a new telephony system. The feasibility of an OCFO-wide CRM is being determined. | Working closely with the OCFO's, OCIO to finalize the RFP. The RFP is expected to be issued in the spring of 2020 with an expected implementation of FY 2021. |
| Implement an enterprise-focused debt and revenue collection solution for management and collection of taxes, fees, and debts owed to the District | <p style="text-align: center;"><u>Central Collection Unit</u></p> <p>Finalized vendor selection for revenue collection solution. CCU contract with Harris and Harris was finalized and executed in May 2019. The contract included developing a comprehensive collection process for all non-exempt district agencies to include a system of record and collection processing to provide a more accurate customer service experience between the CCU, District agencies and the debtors. Harris and Harris was tasked with not only 3rd party collection recoveries efforts for the CCU, but they were also to provide turnkey solution to serve as CCU system of record and develop a collections software to be used exclusively by CCU. Filled open vacancy for CCU Manager and CCU</p> | <p style="text-align: center;"><u>Central Collection Unit</u></p> <p>**Increased Revenue projection to hit target of \$34 million net to transfer to General Fund.</p> <p>**Support EOM's Amnesty initiative and assist in the effort to resolve outstanding debts belonging to DMV customers by adhering to Amnesty guidelines. Scheduled Amnesty period 04/2020 to 09/2020</p> <p>**Complete and Finalize all phases of Harris and Harris system implementation project to include H&H accepting payments for our debtors from agencies; DCRA, DMV, OFT, UDC, UMC, OSSE, MPD.</p> |

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| | <p>Supervisor as well as expanded staff expertise by hiring a Sr. Business Analyst to assist with the implementation of the H&H system. In addition, a Management Analyst was also hired to assist with administrative duties relating to acquisition of government agency debt.</p> <p>**Completed acquisition of the following agency debt to begin collection efforts; DCRA, OSSE, MPD</p> <p>** Third party recovery efforts undertaken by Harris and Harris. Process implemented in October 2019. Efforts included outgoing letters as well as Harris and Harris making outbound calls on behalf of the CCU.</p> <p>** Customized payment portal developed as part of the H&H contract in order to provide debtors with online payment options for CCU debt. Process implemented in November 2019</p> <p align="center"><u>Department of Motor Vehicles</u></p> <ul style="list-style-type: none"> • Kiosk solution for revenue collection was implemented; 2 per DMV location and MPD. | <p>**Continue with agency debt acquisition to include additional agencies such as; FEMS, OAG, OAH, DOEE, DPW, OAH, DDOT and Lottery.</p> <p>**Additional hiring efforts as well as staff expansion to include a Loss Mitigation Specialist who will focus on further collection recovery efforts such as filing BK proof of claims, enforcing liens, garnishments and judgments. This will assist us in maximizing revenue collections.</p> <p>**Proactive Settlement campaign implementation to target collections of older debts that would otherwise be deemed uncollectible.</p> <p align="center"><u>Department of Motor Vehicles</u></p> <ul style="list-style-type: none"> • Develop/implement a solution to receive and aggregate revenue collected throughout the District in manner that allows each agency the autonomy to utilize specialized web portals and collector systems. • Establish additional guidelines for treasury solutions (kiosk, web portals, etc.) throughout the District to ensure all treasury related activity is authorized by OFT. • Expand existing web sites to provide pertinent information to external customer and develop intra- |
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| | | <p>net sites to publish internal services and service levels.</p> <ul style="list-style-type: none"> • Continue advocating web services and kiosks technology for revenue collections |
| <p>Enhance current practices to strengthen internal controls and ensure compliance with applicable accounting, auditing, and legal standards (There are 5 general areas of focus for this initiative)</p> | <p><u>Risk Assessment & Internal Controls</u></p> <ul style="list-style-type: none"> • Continued internal controls testing and monitoring across the OCFO. • Continued Regulatory Compliance testing, monitoring and reporting across the OCFO. • Continued to support business units by providing recommendations that will improve operations and reduce performance variability to minimize disruption and maximize opportunity. • Deployed the Risk Awareness campaign to officially kick off the annual Internal Control and Risk Management e-learning training to all OCFO employees and contractors. • Assessed the Governance, Regulatory and Compliance (GRC) solution tool capabilities in Oracle. • Leveraged OIO, OIG and DC Auditors audits for OCFO risk monitoring opportunities. <p align="center"><u>Remediation of Audit Findings</u></p> <ul style="list-style-type: none"> • Although no Yellow Book findings were reported as a result of the FY 2018 CAFR audit, the independent auditors identified concerns that were reported as | <p><u>Risk Assessment & Internal Controls</u></p> <ul style="list-style-type: none"> • Continue internal controls testing and monitoring across the OCFO. • Continue Regulatory Compliance testing, monitoring and reporting across the OCFO. • Continue to support business units by providing recommendations that will improve operations and reduce performance variability to minimize disruption and maximize opportunity. • Deploy annual Internal Control and Risk Management e-learning training to all OCFO employees and contractors. <p align="center"><u>Remediation of Audit Findings</u></p> <ul style="list-style-type: none"> • No Yellow Book findings were reported for FY 2019; however, the auditors issued a Management Letter and a Report of Other Best Practice |

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| | <p>management letter comments and other best practice recommendations. Between April and September 2019, OFOS worked with partners in the affected agencies, OIO, and others within the OCFO to prevent the reported issues from recurring and/or increasing in severity. Unresolved matters from the previous year’s audit (FY 2017) were also included in the remediation efforts.</p> <ul style="list-style-type: none"> • To the extent that reports issued separately to component units (CUs) presented matters that could affect the District’s financial reporting outcomes, such issues were also included in the remediation process. • OFOS also reviewed high risk areas to assess and address the level of vulnerability. | <p>Recommendations. Upon review of these documents, it was noted that two management letter comments and two best practice recommendations were reported for FY 2019. Between March and September 2019, OFOS will work with the affected agencies and other partners to resolve the noted issues.</p> <ul style="list-style-type: none"> ○ Each reported issue will be assigned to an OFOS liaison who will work with representatives at the affected agency/agencies to develop a fully responsive corrective action plan (CAP). ○ Agencies will submit weekly action plan status reports to OFOS. ○ Bi-weekly remediation progress meetings will be held to assess the status of CAP implementation. <p>(Anticipated Timeframe: (Start Date: March 2020 Completion Date: September 30, 2020)</p> <ul style="list-style-type: none"> • Issues presented by the auditors as partially implemented or not implemented in the Status of Prior Year Recommendations sections of their reports will be included in the remediation process (7 management letter comments and 1 best practice recommendation) • OFOS will also review issues reported historically to identify key risk areas; staff will perform review |
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| | <p style="text-align: center;"><u>Policies and Procedures</u></p> <ul style="list-style-type: none">• Completed first certification in FY 2019. Subsequent recertification scheduled for every two years.• Completed OFT and EDRC policies and procedures review. <p style="text-align: center;"><u>Proactive Internal Audit Reviews</u></p> <ul style="list-style-type: none">• OIO completed 8 internal audits in FY 2019 which centered on internal controls and compliance with District laws and regulations.• In addition to conducting internal audits, OIO implemented a follow-up program to determine the status of prior internal audit recommendations. In FY 2019, we followed up on 52 recommendations. <p style="text-align: center;"><u>Review of Independent Audit Reports Findings</u></p> <p>The Single Audit was completed on time and showed notable improvement in results from FY 2016 to FY 2018. Most notably, audit findings decreased from 26 in FY 2016 and FY 2017, to 16 in FY 2018.</p> | <p>procedures in the high-risk areas to proactively identify and mitigate the potential negative impacts.</p> <p style="text-align: center;"><u>Policies and Procedures</u></p> <ul style="list-style-type: none">• Recertifications scheduled for every two years. The next scheduled certification will commence in 2020 with completion in 2021.• Continue on-going policies and procedures review for respective clusters and District-Wide manuals. Conducted all hands point persons meeting with agencies representative to review, answer questions and discuss process for FY 2020. <p style="text-align: center;"><u>Proactive Internal Audit Reviews</u></p> <p>The FY 2020 Internal Audit Plan focuses on high risk areas throughout the OCFO, including the Office of Tax and Revenue, and the Office of Lottery and Gaming.</p> |
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| <p>Improve District-wide payment process to ensure more efficient and timely payments by all agencies</p> | <ul style="list-style-type: none"> ● October 1, 2018, full implementation of e-Invoicing for all agencies that issue Purchase Orders (87). E-Invoicing business activity in FY 2019: <ul style="list-style-type: none"> ○ Purchase orders (POs) generated/issued 18,495 ○ Invoices/vouchers paid 80,001 ○ Amount of invoices paid \$2.6B ○ New Vendors registered 3,387 ○ Vendors trained 362 ○ Program and Accounts Payable staff trained 199 ● e-Invoicing - Refinement and Business Continuity Phase <ul style="list-style-type: none"> ○ June 2019, e-Invoicing Production Enhancement Team (ePET) created. The ePET provides guidance on requirements/ enhancements on what needs to be improved, the value added and priority. Any agency requests for system modifications should be directed to PET for review/approval. On the business side, the ePET has a representative from each Cluster (AP Managers), OCFO agency (Controller), and two representatives from OFOS. ○ May 2019, implemented Web Application Program Interface (API) to electronically submit invoices from CATCH System to the DC Vendor Portal (e-Invoicing). ○ February 2019, converted 930 Capital Purchase Orders (POs), created prior to October 1, 2018 to e-Invoicing across 6 Clusters. ○ Finalized and published e-Invoicing Desk Level Procedures: <ul style="list-style-type: none"> - DDOT: 1/23/2019 | <p>All District agencies (87) & 6,000+ vendors actively using e-Invoicing. From e-Invoicing inception to date 1,400+ vendors and 800+ employees trained. E-Invoicing business activity for FY 2020 (as of January 31, 2020):</p> <ul style="list-style-type: none"> ○ Purchase orders (POs) generated/issued 8,666 ○ Invoices/vouchers paid 24,629 ○ Amount of invoices paid \$932M ○ Vendors registered 611 ○ Vendors trained 49 ○ Program and Accounts Payable staff trained 45 <ul style="list-style-type: none"> ● E-Invoicing Staff Trainings: <ul style="list-style-type: none"> ○ The Procurement Center for Excellence has been hosting two (2) Receiver Training Sessions per month. The next training sessions are scheduled for March 12 and March 24, 2020. ● E-Invoicing Vendor Training: <ul style="list-style-type: none"> ○ WebEx trainings are being offered weekly, on Mondays. <p>In-person trainings are provided upon request</p> |
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| | <ul style="list-style-type: none"> - DGS: 2/21/2019 <ul style="list-style-type: none"> o February 15, 2019, Section 508 Compliant – information and communications are accessible to individuals with disability • June 2019, the Office of Contracts and Procurement launched the Procurement Center for Excellence to provide the highest level of customer service to vendors and agency partners. OCP and e-Invoicing Help Desks merged and are now part of the Procurement Center for Excellence. | |
| <p>Continue to enhance the long-range (15 year) capital financial plan for the District and develop a long-range capital plan for WCSA (EventsDC)</p> | <ul style="list-style-type: none"> • Updated the CARSS model with new capital needs data, established the scoring criteria with EOM, created project priorities and provided the data for use in formulating the District’s FY 2020 – FY 2025 CIP. • CARSS now contains 100% of all District-owned assets, including many at a component or systems level (over 300k assets now inventoried in CARSS). • Continued to enhance the cost estimation tool in CARSS to help agencies better plan and estimate costs for new facility and IT projects. | <ul style="list-style-type: none"> • Complete 100% of all facility condition assessments and update the CARSS data to include details for current building component conditions. • Further enhance the capabilities of the cost estimation tool for facilities and IT projects to assist in more accurate budget proposals for those project types. • Enhance the reporting and presentation capabilities of CARSS and the District’s long-range capital financial plan to better assist staff in building the CIP • Enhance the Insights data visualization tool • Incorporate more detailed and current streets and roads condition data from DDOT to enhance the analysis capabilities of CARSS for those assets • Update the long-range financial plan for EventsDC to ensure their ability to properly fund the maintenance of their assets, as well as those they |

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| | | <p>manage on behalf of the District, as well as fund their strategic initiatives.</p> <ul style="list-style-type: none"> • Utilize CARSS to develop a comprehensive inventory of all DCHA assets in order to help determine the overall extent of their capital funding needs. • Work on a project to visualize the 6-year capital budget as a series of heat maps that illustrate future infrastructure development throughout the District. |
| <p>Implement a new enterprise-wide financial reporting system and enhance availability of information to the public</p> | <ul style="list-style-type: none"> • A complete project team of full-time dedicated OCFO employees (34) were chosen and began work on the project in June. • Contracts were awarded by the OCFO in FY 2019 to Deloitte Consulting, Inc. for them to provide implementation and change management services to the District for replacing SOAR and BFA with a new financial system to be called DIFS (District Integrated Financial System). • The services in FY 2019 included the start of the Blueprint phase of the project to confirm readiness of the accounting and budgeting solution for use by the District, with the first wave of implementation to start in FY 2020. • Contracts were also awarded to Kyriba Consulting (implementation) and Deloitte (business process re-engineering) to assist the District in implementing a | <ul style="list-style-type: none"> • Award the contract to the System Integrator for implementation of the project. • Award the contract to the Organizational Change Management (OCM) vendor for implementation. • Award the contract to the IV and V vendor for their work on this and the other two (ARIBA and Treasury Management System (TMS)) projects. • Complete phase one implementation for the TMS – with it going live for the office of Finance and Treasury. • Formalize the timeline and necessary critical path milestones for implementation of the financial and budget system portions of DIFS. |

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| | <p>new treasury management system (TMS) in FY 2020.</p> <ul style="list-style-type: none"> As FY 2019 ended, the OCFO was in the process of awarding a contract for IV&V services to assist the District in overseeing the DIFS implementation, DIFS organizational change management, TMS implementation, TMS business process re-engineering, and PASS/Ariba Cloud project as well as review the coordination activities between the OCFO, OCP and OCTO with DIFS, PASS, and PeopleSoft. | |
| <p>Implement a culture of continuous improvement based on employee-driven process improvement teams</p> | <ul style="list-style-type: none"> Continued to sponsor, support and implement continuous improvement projects submitted by OCFO staff. Lead trainings, project meetings and off-sites to promote, anchor and implement process improvements and a value-based culture. Worked with Leadership and Managers to define, document and implement strategies to motivate staff and drive continuous improvement. | <ul style="list-style-type: none"> Continue to drive and anchor a culture of continuous improvement Lead, manage, and support OCFO continuous improvement ideas that will improve process, policy and operations. Deploy new policy and processes that promote staff recognition, feedback and assessments; demonstrate accountability to organizational values and a culture of continuous improvement. Provide training and change management leadership that will engage, motivate and support staff as they achieve organizational objectives. |
| <p>Continue to implement DC Lottery “best practices” findings from 2016 study, where</p> | <p>Continuous process improvements are a focus of day-to-day business and the overarching strategic initiatives across operations at the Office of Lottery and Gaming (Lottery). As of February 2020, the DC Lottery has</p> | <p><u>Implement and Uphold Regulatory and Oversight Responsibilities</u></p> |

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| <p>applicable, and expand base for retail products</p> | <p>implemented all of the 21 accepted recommendations from the February 2016 best practices study. Below is an update on two of the initiatives that have some deliverable components still outstanding as of 2018-2019 Performance Oversight Hearing.</p> <ul style="list-style-type: none"> <p><u>Retail Advisory Committee</u>: As previously shared, the Lottery engaged efforts in 2018 to formally develop a retail advisory committee by reaching out to a variety of our business-owner partners on their interest and availability to participate. Retailer interest in providing feedback was high; however, the majority of Lottery retailers run small businesses and face challenges leaving their locations during business hours. In addition to regularly visiting licensed retailers to speak to owners, managers and terminal operators to collect feedback on lottery operations, new games/promotions, sales and marketing programs, the Lottery and our technology vendor, Intralot, engaged a research vendor to conduct series of formal surveys and interviews aimed at gathering information to help improve operations and offerings. There were three components of research conducted under this engagement, which were executed in the order to best support the Lottery’s overall business priorities/needs: Player Baseline Study (June-July 2019), Brand Baseline Study (August 2019), and Retailer Research (January-February 2020).</p> | <ul style="list-style-type: none"> Develop protocols and standards based on industry best practices to stand up licensing and oversight and to uphold integrity of sports wagering in the District. Recruit and retain top talent to staff new unit. Establish working relationships and collaborate with other relevant District, State and Federal agencies to carry out statutory and operational requirements. Roll out a clear and transparent licensing process and compliance program to encourage participation and maximize revenue generated for the District. Further refine and develop rules, regulations and specific guidelines for the conduct of Bingo Games, Raffles, and Monte Carlo Night Parties. Identify opportunities to streamline and modernize the license application process and spur greater interest from younger audiences to keep the game from becoming generational. <p><u>Modernize Operations and Streamline Efficiencies through implementation of new technology and equipment</u></p> <ul style="list-style-type: none"> Optimize new gaming system to take full advantage of latest technology and support plan for future growth, enhance player experience, improve transactions and support services at retail and streamline business operations. Seamlessly roll out new and reconditioned equipment into field. Enhance the Back-Office System to reflect the needs of a modern-day, data-driven sales organization. |
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| | <p>The Retailer Research took two forms: a 10 to 15-minute phone survey with 100 licensed retailers, and 30-minute in-person interviews with a smaller number (20) of retailers. The retailer interviews concluded during the third week of February 2020 and we are awaiting the results of the interviews/research to gain insight and information to allow us to form a systematic view of retailer needs and further refine best practices. It is the Lottery's intent to conduct this baseline research on an annual basis and develop action plans based on the findings.</p> <ul style="list-style-type: none">• <u>Minimum Sales Requirements</u>: In October 2018, the Lottery issued an agent bulletin (#100118) to each of its 400+ licensed retailers reminding them of the \$78,000 annual minimum sales requirement and worked with them to best assist in maximizing lottery sales performance throughout the year. In October 2019, we followed up by certified letter with the 34 retailers who failed to maintain the required sales level with notice, pursuant to Title 30 DCMR § 205.7, that they would be given two (2) quarters of the next fiscal year to meet the \$39,000 equivalent minimum sales standard for the two (2) quarter period. The letter emphasized that failure to meet the equivalent minimum sales standard for the two (2) quarter period (October 1, 2019 – March 31, 2020) may result in license suspension or revocation. Sales coordinators have been providing assistance and recommendations on | <ul style="list-style-type: none">• Streamline and automate certain current manual functions to accurately and securely capture data into our system of record. |
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| | <p>adjustments to help bring these stores' sales into compliance with the standards set in Title 30 DCMR § 205.</p> | |
| <p>Develop and execute a plan with hospital board and DHCF to financially stabilize UMC</p> | <p>Accomplished OCFO revenue initiative goals that enabled us to accomplish a balanced budget.</p> | <ul style="list-style-type: none"> • Continuous collaboration and partnership with the operator to address all operational issues that impact cash and to achieve a balanced budget. |
| <p>Review investment systems and strategies to maximize revenues within investment policy guidelines</p> | <p>Evaluated and selected Treasury Management System (TMS), contract awarded to Kyriba.</p> <p>Evaluated and selected consulting services firm (Deloitte Consulting) to assist in project management, process reengineering, and TMS implementation.</p> <p>Proposed changes to Investment Act.</p> <p>Hired Financial Modeling/Cash Forecasting Officer. Developing model to inform/advise investment and/or funding decisions and planning. Identified \$100 million more cash available for investment and available to pay down debt.</p> | <p>Implement Phase I of Treasury Management System (TMS) which includes bank reporting, daily cash positioning, bank account management, financial transactions/investments and cash accounting.</p> <p>Begin Phase II TMS implementation which includes payments, investment position and financial transaction accounting.</p> <p>Assess current treasury processes and structure; document current state, make recommendations for best in class future state and develop roadmap for evolution.</p> <p>Develop investment strategy to provide for all liquidity and cash flow needs, and targeted maturities when yield curve pays to extend maturities.</p> <p>Complete construction of long-range cash forecasting model; draft accompanying documentation detailing data sources and process for updating.</p> |

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| | | <p>Develop Key Performance Indicators: 1) Investment portfolios returns: results vs benchmarks. 2) Investable cash: % invested.</p> <p>Develop quarterly dashboard reporting.</p> |
| <p>Enhance existing employee development opportunities to ensure that our human capital has the critical skills to succeed in the OCFO's SMARTER culture</p> | <p>We conducted a very targeted needs analysis with directors, managers, and supervisors to better understand the training needs of our administrative and support staff. Through a series of interviews, we identified existing deficiencies, professional development opportunities, and technical skills enhancements needed to improve the overall skillsets of our administrative and support staff.</p> | <p>Draft and rollout a mandatory administrative training program, comprised of a series of training courses that will improve our administrative and support staff's overall job performance.</p> |
| <p>Improve internal communications OCFO and District-wide by implementing dashboards, standardized reports, portals, and newsletters</p> | <p>The following portals were active in FY2019 and will continue to be active in FY2020 until they are no longer needed:</p> <p><u>On cfo.dc.gov we provide a link to:</u></p> <ul style="list-style-type: none"> • (https://cfo.dc.gov/service/unclaimed-property) to our Unclaimed Property portal • (https://cfo.dc.gov/service/dc-college-savings-plan) to the DC College Savings Plan • the Investor Relations site under Services • the DC Lottery • (https://cfo.dc.gov/node/285792) to the Retirement Plan and Deferred Compensation Plan website for DC Employees • (https://cfo.dc.gov/service/vendor-services) to OCP's portal • (https://cfo.dc.gov/service/central-collection-unit) to Harris & Harris, our delinquent debt collector • Neogov for those seeking employment at OCFO | <p>In FY2020, we will continue to publish the Bottom Line and, along with DIFS other OCFO offices may develop individual newsletters. The calendar will be updated as new events are scheduled.</p> <p>Portals and dashboards will continue to be created as the need arises and existing platforms will be updated as necessary and will be deleted when they are no longer useful.</p> |

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| | <ul style="list-style-type: none"> • (https://districtmeasured.com/) to ORA’s blog • CFOINFO, which provides financial dashboards • the Office of Contracts solicitation gateway • (https://cfo.dc.gov/page/open-government-and-foia-cfo) to the online FOIA Request form • (https://cfo.dc.gov/page/customer-survey) to our online customer website survey • <u>On otr.dc.gov</u> we have the MyTaxDC portal (https://mytax.dc.gov/). The Clean Hands portal moves to that site on 31-MAR-2020. There is a link on OTR.DC.GOV to the current online Clean Hands system. <p>The OCFO’s Bottom Line newsletter was published and the District Integrated Financial System (DIFS) project team initiated a newsletter to keep the team and the OCFO up-to-date on its progress.</p> <p>The OCFO’s internal calendar of events is operational.</p> | |
| <p>Review and upgrade financial reporting and accounting systems and processes for UDC</p> | <ul style="list-style-type: none"> • Re-map the UDC financial statements based on recommended best practice. Likewise, we will: <ul style="list-style-type: none"> ○ reduce the number of entries done outside of the financial system by identifying redundant accounts, unusual balances, high year to year fluctuations and one-time use accounts, and ○ ascertain appropriate account roll ups. • Develop desk procedures manual for select processes in each agency within the cluster to assist | <ul style="list-style-type: none"> • Review and realign activities and processes in key modules to ensure that we maximize the functionality of the financial system and eliminate non-essential manual intervention in the processing of system transactions |

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| | in training new staff and re-training current employees. | |
| Improve payroll tracking process and transparency of financial reporting for DCPS | <ul style="list-style-type: none"> • Improved transparency with DCPS program staff to ensure information is provided timely to decision makers • DCPS payroll added the retro process through IQ to allow for the tracking of retro checks through the payroll process. | <ul style="list-style-type: none"> • Continue to develop desk procedures manual for select processes in each agency within the cluster to assist in training new staff and re-training current employees • Developed a more efficient way of receiving budget and payroll information from DCPS (program) to allow for transparency and reconciliation of data. • Set up weekly meetings to ensure OCFO and DCPS are working together to achieve a balanced budget that is both transparent to the program and the public. |
| Improve timeliness and availability of grant information to agencies | This will be addressed as a module in the new financial system. | This will be addressed as a module in the new financial system. |
| Review and update performance management system and recruitment strategies to align with culture of continuous improvement program | We provided system end-user training, ensured that all staff has a thorough understanding of each newly revised SMARTER competency, and provided the necessary tools for managers to effectively plan, manage, appraise, and develop their employees; thereby, instilling a culture of continuous improvement. | Performance management training will be ongoing, and we will plan to finalize and rollout an OCFO SMARTER interview question library. |
| Continue and enhance OCFO Ethics Training | Completed FY 2019 Integrity and Ethics training. | Ongoing review and enhancements to the ethics training program. |

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| <p>Improve the quality of financial information by integrating related information from other District agencies and using private sector data to enhance economic analysis</p> | <p>Incorporated employee wages data by employers from DOES and housing data on inclusive zoning from DHCD. Also added mobile phone data that tracks District daily daytime population in the aggregate.</p> | <p>Plans to pursue the use of social media data (e.g., yelp) to track business activity in the District.</p> |
| <p>Modernize payment operations across the District</p> | <p>Partnered with DDOT to transition the inventory of bond collateral to OFT.</p> | <ul style="list-style-type: none"> • Review current internal controls for electronic payments and implement additional fraud prevention controls as needed. • Payroll direct deposit phased project approach plan is to 1) convert the supplemental payroll checks to direct deposit, 2) implement mandatory direct deposit for all employees to their bank account or Payroll paycard. • Payment Operations Center (POC) modernization – replace required manual paper processes with electronic workflow. • Develop POC intra-net site to publish department services and service levels. • Establish timeframes for project services • Vendor Electronic Payment Marketing Campaign – Increase vendor electronic payment participation by creating marketing strategy to promote the service. |

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| <p>Provide technical financial planning support to WMATA and the region to develop a long-term funding solution</p> | <ul style="list-style-type: none"> • Completed negotiations for a 1-year extension to the CFA to allow for continued capital funding support from the District and the compact. • Completed negotiations for the District’s Dedicated Funding Grant Agreement, which governs the District’s new dedicated funding provided to WMATA. | <ul style="list-style-type: none"> • Currently in negotiations to complete a new 6-year, long-term Capital Funding Agreement (CFA) which governs the District’s (and other compact members) capital funding contributions to WMATA, other than the new dedicated funding grants. |
| <p>Implement an Enterprise Risk Management (ERM) Framework</p> | <ul style="list-style-type: none"> • Using the ERM framework principles, OCRO will continue the implementation process by examining all risks and developing • an appropriate risk mitigation methodology to address risk that is consistent with OCFO strategic objectives. • Updated the existing risk types to establish appropriate responses, reduce surprises and encourage resource prioritization. • Continued to research different standards and ERM frameworks to remain abreast of the latest trends regarding risk management and ERM. • Refined governance and other oversight documents (ERM charter, policies and procedures, etc.) and procedures to streamline the pending ERM implementation. | <ul style="list-style-type: none"> • Establish and implement the enterprise program for managing key risks, at the Office of the Chief Financial Officer (OCFO) before the end of the FY2020 fiscal year • Establish Risk Governance Council before the end of third quarter FY2020. • Establish ERM Task Force before the end of third quarter FY2020 • Partner with the Office of the Chief Information Officer to enhance our cybersecurity crisis management plan to improve OCFO’s overall risk management, prevent cyber-crime and have a plan in place to quickly respond to all threats and mitigate the impact. |
| <p>Implement a succession plan to ensure that the OCFO is positioned for business continuity by identifying and developing</p> | <p>Held assessment meetings with executive leadership to determine potential successors and skills gaps; determine developmental opportunities to address identified skills gaps; and identify recruitment sources</p> | <p>Hold assessment meetings with recently hired executives. Create developmental plans for potential successors to address identified skill gaps; identify specific resources to identify candidates with needed</p> |

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| | | |
|---|---|--|
| <p>replacement talent for executive leaders or other key staff</p> | <p>and the approach to building an external recruitment pipeline.</p> | <p>skills; thus, allowing us to establish a pipeline of candidates.</p> |
| <p>Partners with OCFO business unit leaders to conduct an assessment of the OCFO’s organizational units to ensure that structures are properly aligned to successfully carryout the agency’s core and strategic objective and to achieve the vision of being a “best-in-class” financial organization</p> | <p>Held assessments meetings with unit leaders to update a third of OCFO position descriptions.</p> | <p>Continue to partner with unit leaders to update all OCFO position descriptions.</p> |
| <p>NEW-Launch legalized sports wagering in the District</p> <p>OLG</p> | <p><u>Update on Launch of District-Operated Sports Wagering:</u> In our new role as regulator, the Lottery is regulating privately-operated sports wagering throughout the District, licensing and monitoring these operations and their gaming-related suppliers for compliance with applicable District and federal laws. The law also allows for the Lottery to operate sports wagering in the District through a citywide mobile application, a website and a network of licensed retailers.</p> <p>Since adopting final regulations supporting privately-operated sports wagering on August 30, 2019 and subsequently opening the license application process on December 3, 2019, the Lottery has taken the following steps to implement privately-operated sports wagering:</p> <ul style="list-style-type: none"> • Recruited and onboarded top talent to 5 of the 11 staff positions in our new Regulation and | |

Oversight department, and continue to aggressively recruit for the remaining vacant positions.

- Established working relationships and collaborating with other relevant District, State and Federal agencies to carry out statutory and operational requirements.
- Established, through Executive Director Orders, approved sports events and bet types; maps defining the 2-block zones surrounding Class A facilities; and, Mobile and Internet Based Sports Wagering Geofencing Enforcement Standards.
- Created an open and transparent licensing process by holding informational Q&A sessions with prospective applicants to encourage participation and maximize revenue generated for the District.
- Procured qualified vendors to conduct in-depth due diligence background investigations on license applicants to determine suitability for licensure.
- Accepted 2 applications that are currently in the due diligence stage of review, and received 1 application that is being reviewed for completeness.

Update on Launch of District-Operated Sports Wagering: While working to stand up the privately-

ATTACHMENT 11

operated sports wagering program, the Lottery team has been simultaneously working with our technology vendor on developing the Lottery's digital sports wagering platforms. Since executing a contract with Intralot on July 16, 2019 for the platform and services necessary to add this new gaming category to its game portfolio and new sales channel (digital), the Lottery has taken the following steps to implement District-operated sports wagering:

- Developed an intricate project plan that incorporated the undertakings and timeline for building and launching the mobile and web sports wagering platforms, as well as the upgrade of the Lottery's gaming system, back-office system, terminals and other equipment necessary to support the retail sports wagering network.
- Specked out the technical requirements and specifications for the sports wagering mobile application and website and built the platforms accordingly.
- Provided a two-day educational training for Lottery staff and other agency partners to learn about the sports wagering industry from experts at the UNLV International Gaming Institute.
- Drafted and proposed rules governing the sports wagering mobile application and website that were published in the *D.C. Register* on January 31, 2020.

Launch District-Operated Sports Wagering in the District

- Continue to work toward a launch of sports wagering mobile app and website by the end of March 2020.
- Work with Intralot to develop/refine its Customer Service protocols, Call Center scripts, FAQ documents and other informational documents.
- Continue expanding and enhancing the Lottery's Responsible Gaming program and initiatives.
- Conducting Build Verification Testing, Quality Assurance testing, User Acceptance Testing, and other critical testing on the mobile and web platforms to ensure functionality, usability and compliance with District and federal laws prior to launch.
- Provide staff with on-going sports wagering training to understand and best prepare for the launch of this new component of our business.
- Draft rules governing sports wagering at licensed DC Lottery retailers that will be proposed in Spring 2020 for an anticipated roll out of the program in the Fall, following an upgrade of Lottery terminals and other equipment necessary to support the retail sports wagering network.

ATTACHMENT 11

| | | |
|--|---|--|
| | <ul style="list-style-type: none">• Drafted and continue to draft policies and procedures to support day-to-day operation of sports wagering portfolio and sales channels.• Developed a logo and brand attributes for the Lottery’s sports wagering product, and developing multi-media marketing campaigns to drive downloads and account creation. | |
|--|---|--|

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|---|---------------------|--|---|
| Account Reconciliation Processing System (ARP) | Contains Check Issues and their paid, voided, cancelled status | 35+ | To be replaced new system in FY 2020 | Not available to public |
| Active Directory | Authentication and Authorization System database used to control access to OCFO Local Area Network and applications | 19+ | No plans to upgrade | Not available to the public |
| ADA Compliance | Contains retailer business and ADA compliance inspection information. | 1 | No plans to replace | Not available to the public |
| Agency Operational Dashboard | Contains Purchase Order, Invoices and Requisitions information, Operating budget and expenses | 8 | Is being replaced by Tableau | Not available to public |
| Appeals Tracking | Contains information related to assessment appeals and hearings | 16+ | To be replaced by Modernization of Real Property Tax System (MRPTS) on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Aspect | Telephony System for taxpayers | 6 | To be replaced through a cloud contact center procurement | Not available to the public |
| Bid Billing | Contains an inventory of BIDs and associated SSLs/owner information | 16+ | Integrated into Legacy ITS in FY16. To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Budget Formulation Application (BFA) | Budget and FTE information for budget year | 13 | To be replaced by new budget system/DIFS | Not available to public |
| CAMA (Legacy) | Contains historical information of Real Property Assessment and other related attributes | 15+ | Replaced by new CAMA system. Front End retired on 12/31/2019. Database is in query mode. | Cannot be granted public access, contains sensitive taxpayer data |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|----------------------------------|---|---------------------|--|---|
| CAMA | Contains current information of Real Property Assessment and other related attributes | 4 | No plans to replace. CAMA was upgraded to latest version 8.0.10 in FY 2019 | Cannot be granted public access, contains sensitive taxpayer data |
| Capital Projects Asset qualifier | Enables agencies to request, validate, and submit new capital project requests in salesforce | 4 | No plans to upgrade | Not available to the public |
| Central Collection Unit (CCU) | Third-party system used to OFT to monitor collection agency activities on behalf of the District | 1 | District's System/instance brought online in January 2020 | Not available to the public |
| CFO\$olve Reporting Platform | Contains all the General Ledger and Accounting system financial transactions, Purchase Order information, HR Position information, Employee Position and Payroll information | 8 | Planned conversion to Tableau | Not available to public |
| CFOInfo Dashboard | Contains the Proposed Budget for next fiscal year, approved budget for Current year and actual budget for the last 3 years. Also contains the 4 years of data for Special Purpose Revenue and Federal Grants budgets, Capital Budgets | 7 | Planned conversion to Tableau | Available to public for read only access |
| CIP transactions | Contains financial information for the Construction in Progress for CAFR | 8 | May be sunset due to DIFS | Not available to public |
| CityWide Clean Hands (CCH) | Contains debt information provided by OTR (Tax line item data and Tax debt data) and other external agencies such as Department of Employment Services and District of Columbia Office on Aging | 15+ | To be replaced by MITS on 04/30/2020 | Cannot be granted public access, contains sensitive taxpayer data |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|---|--|---------------------|--|---|
| Class 3 legacy | 2004 and 2005 class 3 SSLs and key attributes. | 13+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Code1 Plus (Updated from Pitney Bowes Website) | This system is used for standardizing addresses to US Postal standards | 15+ | To be replaced by MRPTS on December 8th 2020 | No public access |
| Comprehensive Automated Personnel and Payroll (CAPPS) | Contains historical payroll information for DCPS employees prior to conversion to PeopleSoft. | 20+ | Used only for lookup of historical data. To be sunset | Not available to public |
| Coop Senior Credit | Contains a list of cooperatives and key attributes such as shareholders and tax credits | 16+ | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| DC-Tax Ledger | Contains Tax sale post-production data which is used to refund sale/purchase amounts | 16+ | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Debt Manager | Contains outstanding Debts/Fees for DC | 15 | No plans to replace | Not available to public |
| Document and Image Repository (Filenet) | Contains information of the images and the index of the images of Tax returns from In-house scanning or by Lockbox Scanning applications | 15+ | To be partially replaced by MITS and MRPTS | Cannot be granted public access, contains sensitive taxpayer data |
| eFOIA | Online system to allow the public to submit FOIA requests to the OCFO. New cloud-based solution – Armedia | 2 | No plans to replace | Public access |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|--|---------------------|--|---|
| Electronic TaxPayer Service Center (DC's web site for taxpayer registration, filing and payment) - Individual income Database | Contains information for individual income tax types | 15+ | Individual income and Business replaced by MITS in 2017. Real property will be replaced by Real Property Modernization (MRPTS) on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Electronic TaxPayer Service Center (DC's web site for taxpayer registration, filing and payment) - Business Database | Contains information for business tax types | 15+ | Individual Income was replaced by Mytax.dc.gov in 2016. Current system will be completely replaced by MITS in 2017. Real property will be replaced by Real Property Modernization (MRPTS) on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Electronic TaxPayer Service Center (DC's web site for taxpayer registration, filing and payment) - Real Property database | Contains information for real property tax type | 14+ | To be replaced by MRPTS on December 8 th 2020 | Data can be provided publicly except for related owner SSNs |
| Electronic TaxPayer Service Center (DC's web site for taxpayer registration, filing and payment) -Business registration database | Contains Business registration (FR-500) | 15+ | Individual Income was replaced by Mytax.dc.gov in 2016. Current system will be completely replaced by MITS in 2017. Real property will be replaced by Real Property Modernization (MRPTS) on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|---|---------------------|--|---|
| Executive Dashboard/ Business Intelligence database (SAND) | This Contains tax processing statistics; Provides reports to executives and the ability to drill down/up through the data. Allows users to run Queries without IT/Developer intervention | 15+ | Retired in 2019 | Cannot be granted public access, contains sensitive taxpayer data |
| Fixed Assets Remediation System | Contains Details of department of general services invoices & projects and corresponding locations & buildings that are associated. Enables DGS to accurately book a capital asset for depreciation | 4 | To be replaced by DIFS | Not available to the public |
| Folio | Contains Historical Case Information | 23+ | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| GIS Pictometry | Contains Geographic information for all the properties in DC | 18+ | Upgraded in FY2017 | Cannot be granted public access, contains sensitive taxpayer data |
| Grants Management | Grants information used for budgeting | 13 | To be replaced by DIFS | Not available to public |
| Grants Tracking | Contains federal grants information | 2 | To be replaced by DIFS | Not available to public |
| Historical Information | Contains Historical information from the old Legacy tax system | 19+ | Replaced by MITS | Cannot be granted public access, contains sensitive taxpayer data |
| Homestead | Tracking system of homestead notices | 16+ | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|--|---------------------|---|---|
| | | | | sensitive taxpayer data |
| Homestead Audit | Contains Homestead information for granting and Auditing. This also contains a list of billed taxpayers, payments posted and adjustments to bills. | 16+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| I & E | Online system allowing the public to enter income and expense information pertaining to commercial, hotel, and apartment properties | 4 | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| iNovah | Contains point of sale cash/check/credit card payments | 15 | No plans to replace. Upgrade planned in FY 2020. | Not available to public |
| Integrated Data Capture System (IDCS) | Contains information of all the paper returns and payment checks that are scanned in the In-house scanning applications | 3+ | Upgraded in FY2017 | Cannot be granted public access, contains sensitive taxpayer data |
| KAPS | Contains unclaimed property information | 3 | No plans to replace | Not available to the public |
| LAN Data eSTAR Now Using County Fusion (02/2014). | Recorder of Deed enters land records data/scans incoming documents/handles cashiering | 17+ | Financial History still needs to be addressed from eSTAR. | Cannot be granted public access, contains sensitive taxpayer data |
| Mobil Video /Pictometry | Contains Geographic information and integrates with CAMA | 12+ | Replaced with Filenet in 2019 | Cannot be granted public access, contains sensitive taxpayer data |
| Modernized Integrated Tax System (MITS) | This database is the system of record for the District's Individual Income Tax | 5 | No plans to replace | Cannot be granted public access, contains |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|---|--|---------------------|---|---|
| | | | | sensitive taxpayer data |
| Mortgage CD | Contains Mortgage Extract Data from Mortgage Companies. | 16+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Notices | Old RPT Notices (history). | 19+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| OFT Journal Entry | Contains SOAR journal from bank | 3 | To be replaced by DIFS | Not available to public |
| OCFO SharePoint Web Application Portal for OCFO Agencies. | Contains agency specified information used in collaboration | 8 | No plan to replace | Not available to public |
| Oomnitza | Cloud-based asset management software | 4 | Software as a Service, so upgrades are automatic | Not available to public |
| PEC | Contains Public Release Extract Information. Public Release Extract Conversion process for creating MS Access format | 15+ | To be replaced by MRPTS on December 8th 2020 | Yes, published to Public |
| Pensioners Automated Payroll (PAPS) | Contains historical payroll information for DC annuitants through FY13 | 34+ | Active accounts converted to PeopleSoft in FY2013 | Not available to public |
| Project Management System | Project detail information used for budgeting | 13 | To be replaced by DIFS | Not available to public |
| Property Tax Sale Reports | Real Estate Properties Payment and Tax Sale information | 6 | To be replaced by MRPTS on December 8th 2020 | Available to public for read only access |
| Protest Appeals System | Contains appeals information related to taxpayer appeals regarding offers of Compromise, Refund Denial | 18+ | To be replaced by MITS | Cannot be granted public access, contains |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|--|---------------------|---|---|
| | and waiver requests for Penalty and Interest | | | sensitive taxpayer data |
| Public Space Rental | Contains Café, Fuel Tank, Surface, and Vault properties. Information needed for generating bills and posting payments | 15+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| ROD Mail Tracking Using County Fusion Mail Log as of 2/6/2014. | Captures the receipt of a recordation mailed to Recorder of Deeds (ROD). | 15+ | History did not go to County Fusion and still resides on Fox Pro database. Need to put history in new location (TBD). | Cannot be granted public access, contains sensitive taxpayer data |
| RPT 2000 | Real Estate Property Tax information for Billing Prior to ITS implementation | 19+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| RPT Payment Split | Splits BID and Homestead audit payment information from banks for loading to other applications. | 19+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| RPTA Log | Captures information about correspondence related to Homestead and other RPTA related mailings | 19+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| SOAR Financial Accounting System | Contains District financial accounting transactions including General Ledger, Projects, Grants, Budgets, Fixed Assets, Purchase Order and Invoices | 18 | To be replaced by DIFS | Not available to public |
| SOAR Refunds (RPTA) | Contains details about SOAR refunds by voucher number. | 15+ | To be replaced by MRPTS on December 8 th 2020 | Cannot be granted public access, contains |

Attachment 12

| Name | Description | Age in Years | Upgrades? | Public Access? |
|--|---|---------------------|---|---|
| | | | | sensitive taxpayer data |
| SolarWinds | Server Alerting and Monitoring system that records availability and utilization statistics on OCFO technical infrastructure | 10 | No plan to replace | Not available to public |
| Sporting Wagering compliance check | Contains Sports wagering retailer and inspection checking data | 1 | No plan to replace | Not available to public |
| Spending Plan Application (SPIN/CSPIN) | Expenditure planning for the fiscal year | 13 | To be replaced by DIFS | Not available to public |
| Tax Certificates | Contains Tax sale information that is needed to produce Certificate of Tax sale | 16+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Tax Sale Seminar (Registration) | Contains Information about Tax Sale Buyer Data | 16+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Tax Sales | Contains information about Tax sale such as Buyer Information and Sold properties | 15+ | To be replaced by MRPTS on December 8th 2020 | Cannot be granted public access, contains sensitive taxpayer data |
| Taxpayer Administration System (TAS) | This database is the system or record for the District's Business and Real Property tax types | 15+ | To be replaced by MRPTS in 3 rd quarter FY2021 | Cannot be granted public access, contains sensitive taxpayer data |
| Unified Payroll Personnel System | Contains historical payroll information for non- CPS employees prior to conversion to PeopleSoft. | 34+ | To be sunset | Not available to public |

**Office of the Chief Financial Officer
Approved Budget and Actual Spending Question #13**

ATTACHMENT 13A

FY 2019 Summary by Program

| Agy | Program | Program Description | Fiscal Year | Approp Act | Expend Act | Variance |
|----------------|---------|---------------------------|-------------|--------------------|--------------------|------------------|
| AT0 | 1000 | Management | 2019 | 10,939,786 | 10,823,253 | 116,533 |
| AT0 | 100F | Financial Operations | 2019 | 1,477,247 | 1,476,945 | 302 |
| AT0 | 2000 | Financial Ops and Systems | 2019 | 15,276,846 | 15,257,880 | 18,966 |
| AT0 | 3000 | Budget and Planning | 2019 | 6,182,727 | 6,182,352 | 374 |
| AT0 | 4000 | Revenue Analysis | 2019 | 5,126,745 | 5,126,353 | 392 |
| AT0 | 5000 | Tax and Revenue | 2019 | 62,605,444 | 62,529,767 | 75,677 |
| AT0 | 6000 | Chief Information Office | 2019 | 29,239,682 | 29,181,527 | 58,155 |
| AT0 | 7000 | Finance and Treasury | 2019 | 31,237,019 | 29,655,505 | 1,581,514 |
| AT0 | 8000 | Integrity and Oversight | 2019 | 4,373,691 | 4,369,195 | 4,495 |
| AT0 | 9980 | | 2019 | | | |
| Summary | | | | 166,459,187 | 164,602,777 | 1,856,409 |

Office of the Chief Financial Officer
 Approved Budget and Actual Spending Question #13

ATTACHMENT 13B

FY 2020 Summary by Program, YTD through 2-20-2020

| Agy | Program | Program Description | Fiscal Year | Approp Act | Expend Act | Variance |
|----------------|---------|---------------------------|-------------|--------------------|-------------------|--------------------|
| AT0 | 1000 | Management | 2020 | 11,110,418 | 4,305,316 | 6,805,102 |
| AT0 | 100F | Financial Operations | 2020 | 1,631,920 | 489,919 | 1,142,001 |
| AT0 | 2000 | Financial Ops and Systems | 2020 | 14,783,215 | 4,869,904 | 9,913,310 |
| AT0 | 3000 | Budget and Planning | 2020 | 6,318,972 | 2,068,491 | 4,250,481 |
| AT0 | 4000 | Revenue Analysis | 2020 | 5,274,336 | 1,947,919 | 3,326,417 |
| AT0 | 5000 | Tax and Revenue | 2020 | 78,920,082 | 22,961,591 | 55,958,491 |
| AT0 | 6000 | Chief Information Office | 2020 | 36,293,540 | 9,249,080 | 27,044,460 |
| AT0 | 7000 | Finance and Treasury | 2020 | 40,597,749 | 8,799,174 | 31,798,576 |
| AT0 | 8000 | Integrity and Oversight | 2020 | 4,909,233 | 1,257,326 | 3,651,907 |
| AT0 | 9980 | | 2020 | 0 | -157,466 | -157,466 |
| AT0 | REVN | | 2020 | 0 | -50 | -50 |
| Summary | | | | 199,839,465 | 55,791,204 | 144,048,261 |



**Office of the Chief Financial Officer (AT0)
Reprogramming In/Out of Agency**

**ATTACHMENT 14
2/18/20**

FY 2019 Reprogramming

| Amount | Fund | Original Purpose | Reprogrammed Use |
|-----------------|-------------|--|--|
| \$30,000.00 | 100 | NPS OTR | Replacement vehicle |
| \$50,000.00 | 100 | NPS OFT | Transfer budget authority to Convention Ctr to support the Annual Title IX Conference and Classic Event. |
| \$3,705,585.00 | 300 | MITs | Reprogram PS to NPS within CSP08 project |
| \$3,122,091.65 | 300 | CFOSolve Financial Application | Reprogram BF211 balance to MITs Project |
| \$3,028,727.70 | 300 | MITs | Reprogram PS to NPS within CSP08 project |
| \$11,719,619.34 | 300 | SOAR Modernization | Reprogram BF301C (SOAR Modernization) balance to BF304C (New Financial System) |
| \$1,300,000.00 | 100 | PS projected surplus in various OCFO program areas. | Adjust budgets in CIO to support MITs maintenance costs |
| \$6,447,476.42 | 100 | Central Collections Unit and Tax Collection Fees | Budget Authority for UDC to reflect current spending plan |
| \$864,649.00 | 600 | Central Collections Unit | Budget Authority for Department of Behavioral Health Expenditures (DBH) to reflect current spending plan |
| \$950,000.00 | 100 | PS projected surplus in various OCFO program areas. | Fraud detection NPS cost no longer eligible to be charged to fund 611. |
| \$487,478.00 | 100 | PS in ORA and OTR | Support increased Merchant Services Fees and Capital City Fellow |
| \$12,375.00 | 600 | Central Collections Unit | Adjust budget in Tobacco Reimbursement Fund 626 to support current spending plans |
| \$3,450,000.00 | 600 | Recorder of Deeds, Central Collections Unit, Tax Collection Fees | Adjust budgets to align benefits collected for Social Security Admin., Veterans Administration, Civil Service, Railroad Retirement & Annuities |
| \$320,000.00 | 600 | Tax Collection Fees | Adjust budgets from 0611 to 0605 to support current spending plans |
| \$1,114,250.00 | 100 | NPS projected surplus in various OCFO program areas. | Adjust budgets in CIO to support MITs maintenance costs |
| \$680,000.00 | 100 | PS projected surplus in various OCFO program areas. | Support remaining cost of merchant services fees |
| \$460,182.00 | 100 | PS & NPS projected surplus in various OCFO program areas. | PS cost for non local expenditures where revenue is insufficient; support current spending plans in OIO and OTR |
| \$360,212.49 | 100 | PS & NPS projected surplus in various OCFO program areas. | Adjust budgets in OFT, ORA and OBP to support current spending plans |
| \$1,050,000.00 | 700 | OPRS Operations | Support payment of retirement corrections due to pension providers. |
| \$3,150.97 | 700 | Intra District MOU | Reprogramming within ID fund 0707 to support current spending plans |

FY 2020 Reprogramming

| Amount | Fund | Original Purpose | Reprogrammed Use |
|---------------|-------------|-------------------------|------------------------------|
| \$375,000 | 100 | PS - OTR | Support postage needs in OTR |
| | | | |

Office of the Chief Financial Officer - AT0
Office of Management and Administration (OMA)
FY 2020 Intra-District Transfers
Attachment 15B

| AT0 - Buyer Agency | Seller Agency | Intra-District Services | Appropriated Fund | Intra-District Project | MOU - Agreement Amount |
|---------------------------|----------------------|------------------------------------|--------------------------|-------------------------------|-------------------------------|
| | TO0 | DVM Payment Gateway | 0100 | 0AIMAT/02 | 50,000.00 |
| | TO0 | New Financial System (People Soft) | 0100 | 0NEEFS/02 | 589,203.36 |
| | AS0 | RTS - Telephone Services | 0100 | L20A0/03 | 63,785.99 |
| | TO0 | CARSS System | 0100 | 0CARRS/02 | 75,000.00 |
| | CB0 | Tax Litigation Specialist | 0100 | 001407/20 | 324,776.00 |
| | KT0 | Fleet Services | 0100 | 9FMAT0/20 | 36,310.98 |
| | BE0 | Capital City Fellow | 0600 | ATCAP2/01 | \$ 1,139,076.33 |
| | PO0 | Purchase Cards | 0100 | PX0AT0/20 | \$ 39,530.19 |
| Grand Total | | | | | \$ 311,715.16 |
| Grand Total | | | | | \$ 1,490,321.68 |

| AT0 - Seller Agency | Buyer Agency | Intra-District Services | Fund | Intra-District Project | MOU - Agreement Amount |
|----------------------------|---------------------|----------------------------------|-------------|-------------------------------|-------------------------------|
| | CI0 | EDRC Financial Staff Support | 0707 | NOPROJ | 150,000.00 |
| | DA0 | EDRC Financial Staff Support | 0707 | NOPROJ | 50,000.00 |
| | EN0 | EDRC Financial Staff Support | 0707 | NOPROJ | 115,000.00 |
| | ALL | Health Benefit Fees (DCHR/OCFO) | 0712 | NOPROJ | \$ 315,000.00 |
| | KG0 | Anacostia River Cleanup- Bag Tax | 0719 | NOPROJ | 1,768,018.23 |
| | Grand Total | | | | |
| Grand Total | | | | | \$ 75,000.00 |
| Grand Total | | | | | \$ 2,158,018.23 |

ATTACHMENT 16 - OCFO Special Purpose Revenues, FY 2019 & FY 2020 to date

2/18/20

| Agency Fund | Title | Description of Revenue Source | FY19 Revenue | FY19 Expenditures | FY20 Revenue | FY20 Expenditures | Purpose of Expenditures |
|-------------|-------------------------------------|--|--------------|-------------------|--------------|-------------------|--|
| 0602 | Payroll Service Fees | Fee charged when individuals have special services on their payroll check such as garnishments | \$344,790 | \$344,790 | \$81,337 | \$116,315 | Employees in Pay and Retirement |
| 0603 | Payroll Service Contracts | Fees from negotiated agreements for payroll services to independent DC entities (Ex. WASA, Corrections) | \$1,121,544 | \$1,121,544 | \$0 | \$294,119 | Employees in Pay and Retirement, MOU with OCTO for Peoplesoft support |
| 0605 | Dishonored Check Fee | A fee for a check written to the District of Columbia which is not honored | \$408,917 | \$354,000 | \$5,734 | \$927 | Administrative expenses in Finance and Treasury |
| 0606 | Recorder of Deeds Surcharge | A surcharge on each deed recordation to supplement the transition to electronic recordation | \$1,286,718 | \$605,936 | \$462,562 | \$0 | Contract with Document Systems for digitizing services |
| 0608 | Drug Prevention Trust Admin | Donations by taxpayers to the DPT Fund via tax return check off | \$18,399 | \$8,136 | \$699 | \$0 | Administrative expenses in Tax and Revenue |
| 0610 | Bank Fees | A reclassification of interest earned on custodial accounts to cover the bank fees charged for those accounts | \$4,723,299 | \$4,723,299 | \$0 | \$882,182 | Fees charged by banks. |
| 0611 | Tax Collection Fees | Collection of delinquent taxes. The portion of the collected tax required to pay for the collection agency is funded by this account. | \$727,788 | \$727,788 | \$65,561 | \$189,981 | Collection Contracts |
| 0613 | Unclaimed Property Admin | Fees for administration of the unclaimed property program, charged to unclaimed property revenue as authorized in the unclaimed property legislation | \$2,506,930 | \$2,476,288 | \$20,764 | \$1,123,965 | Employees in the unclaimed property unit, audit contracts, data services contracts |
| 0614 | Fiduciary Fund Admin | Fees for administration of fiduciary funds, up to the amount allowed in each plan. This includes 401(a), 457 and 459 plans. | \$342,532 | \$342,532 | \$0 | \$147,951 | Employees in the asset management unit, MOU with DCHR for benefits support personnel |
| 0619 | DC Lottery Admin | Reimbursements from the DC Lottery for administrative support including legal, contracts, HR and executive management. | \$887,667 | \$781,086 | \$0 | \$668,916 | To support admin services - HR, legal, contracts, investigations and oversight |
| 0623 | OPEB Trust Administration | Fee paid for administration of OPEB trust funds. | \$403,246 | \$403,246 | \$0 | \$0 | Employees in the asset management unit |
| 0626 | Tobacco Corp Reimbursement | Tobacco Settlement funds dedicated to audit and compliance checks of cigarette vendors. | \$142,560 | \$142,560 | \$0 | \$55,719 | Employee at Tax and Revenue - Cigarette Tax Stamp Auditor |
| 6115 | Central Collection Unit (CCU) Admin | Administrative fees and contractual costs for the collection of delinquent debt to the District | \$6,295,993 | \$6,295,993 | \$20,090,297 | \$1,377,812 | Employees in the CCU, collections contracts |

- **BF303 / BF304C / IFSMPC – New Financial System**

The OCFO has embarked upon the development of a new financial system, now known as the District Integrated Financial System or DIFS. The DIFS project will deliver a world class system that will make the District the digital financial leader among all municipal and state governments in the nation. Our vision is to create a ‘best in class’ financial organization. An important component of this is the transformation of the District’s financial systems, coupled with the implementation of industry best practices, an adaptive workforce, and quality integrated data and reporting.

The DIFS when fully implemented includes new systems for several financial functions: financial accounting, planning & budgeting, treasury management, and grants. The project also features major efforts dedicated to organizational change management, and Independent Verification and Validation (IV & V).

The project team includes contract staff along with 34 OCFO employees – subject matter experts in the various financial functions – who were reassigned to the project in March and June of 2019. In FY 2019 the OCFO awarded the contract to Deloitte Consulting, Inc. for project blueprinting and change management services to the District. The services in FY 2019 included the Blueprint phase of the project to confirm readiness of the accounting and budgeting solution for use by the District, initiation of change management, and working with District staff on implementation timelines and project approach. Contracts were also awarded in FY 2019 to assist the District in implementing a new treasury management system (TMS): to Kyriba Consulting (implementation) and Deloitte (business process re-engineering).

In December 2019, the OCFO awarded to Gartner the contract for IV&V services to assist the District in overseeing the DIFS implementation, DIFS organizational change management, TMS implementation, TMS business process re-engineering, and the PASS/Ariba Cloud project. Gartner will also review the coordination activities between the OCFO, OCP and OCTO with DIFS, PASS, and PeopleSoft.

In the coming months we plan to award the contract to the System Integrator for implementation of the project, award the contract to the Organizational Change Management (OCM) vendor for implementation, and complete phase one implementation for the TMS. One necessary next step is to formalize the timeline and necessary critical path milestones for implementation of the financial and budget system portions of DIFS.

As stated above, the New Financial System project includes funding for a new budget system to replace the current Budget Formulation Application (BFA). This component of the project will provide the District government with an improved process for formulating complex budgets (operating, revenue, and capital), and managing the peripheral data associated with these budgets (wards, classifications of projects, on-line publishing, etc.). This initiative will provide a consolidated view of the financial data within the various business units and agencies and will allow the government and its citizens to track the District’s budget health

through enhanced data visualizations, charts, and datasets. We will also create and publish dashboard reports providing agency and project budgets revenue forecasts, performance against budget, capital project management and other business performance metrics.

The current unencumbered budget balance for this project is \$40,443,765 with additional approved funding in FY 2021 through FY 2024 totaling \$141.3 million.

- **CSP08C - Integrated Tax System Modernization (MITS)**

The MITS project was initiated in October 2014 to replace and modernize the District's Integrated Tax System (ITS) for business and individual taxes. The project was completed on schedule with successful implementation of each of the four rollouts. The last phase of MITS was completed in Fiscal Year 2019, which included all remaining taxes and fees including the ballpark fee, personal property tax, motor fuel tax, the excise taxes and the various health care fees. Enhancements and upgrades will continue as needed, and since the final rollout in October 2018 we have added the Sports Wagering tax, the Long Term Homeowner Property Credit and the Consumer Use Tax.

We continue to upgrade the underlying software to the latest version as the vendor issues new releases. We have upgraded to Version 11 in June 2019, and we are currently in the process of upgrading to Version 12 for Individual income and Business taxes. Version 12 will bring user interface improvements such as Sticky Action Buttons, 3 panel display, fewer popups, and screen improvements along with additional features such as Return Staging, Key Performance Indicator tracking, and enhanced data relationships through the software's data service using environment sets, return analytics, and decision support systems.

The Modernized Real Property Tax System (MRPTS) project modernizes the District's Integrated Tax System for real property taxes. The MRPTS is a related component system of the MITS and received funding through the MITS capital project. The project kicked off on July 10th, 2019 and is on track to Go Live on December 7th, 2020. Real property modernization allows OTR to make gains in operational quality and efficiency through adoption of a modern digital era system. The MRPTS will also help OCFO retire our dependency on the mainframe and increases our ability to meet changing business requirements and needs. The MRPTS is further expected to streamline and improve customer interactions.

The project continues as scheduled. All preparation and inventory activities are complete. The project teams continue to define and update development tasks. Requirements are being managed and processes continue to be refined. Interface partners have been identified and are active in the project's definition phase. Implementation specifications have been completed and are being evaluated. Developers continue with the in-scope base program configuration task in preparation for the Administrations' Verification Sessions, leading to the Development phase of the project. The conversion of data from the legacy system has been started. The project team has defined the data purification and conversion verification processes. MRPTS test planning is underway. A Master Test Plan has been developed and approved. The project team continues to work on the Master Training Plan.

Current available funding for the completion of this project totals \$5,169,860.

- **EQ9ATC and CSP10 – Short Term Borrowing and IT Upgrades**

This project supports the OCFO's central IT system infrastructure, including the composite hardware, software, network resources and services required for the existence, operation and management of an enterprise IT environment. It allows the delivery of IT solutions and services to our employees and citizens, is internal to the District, and is deployed within our facilities. It covers capital investments associated with systems enhancements and includes life-cycle replacement of OCFO network appliances and servers.

One major IT upgrade is currently planned for our Customer Service operations. The OCFO is seeking to implement a new omnichannel, client engagement set of tools that will enable a high level of Client service. Multi-channel capabilities will include voice, email, fax, chat, social media and SMS.

Funding currently available for this and other IT upgrades totals \$2,305,643.

- **CIM01 – Capital Infrastructure Plan (Capital Asset Replacement Scheduling System or “CARSS”)**

As part of the Fiscal Year 2015 Budget Support Act, the Council included a requirement for the OCFO to develop a Replacement Schedule for Capital Assets and report on it in October of each year. The CFO's Strategic Plan included an initiative to develop a long-range capital financing plan for the District. In order to accomplish the goals of the BSA and the Strategic Plan, it became critical to create a centralized database of all District-owned assets and their respective conditions, so that a calculation of the costs to maintain or replace those assets can be performed. To determine the total cost for the District to maintain these assets, and better understand the total capital needs, a comprehensive review of all governmental agencies' capital and asset maintenance requirements was completed. These needs were analyzed in the new Capital Asset Replacement Scheduling System, or CARSS. The system currently has 100% of all District owned assets (308,204) included in the data base.

The CARSS system data analysis has led to approved legislation to increase Paygo to better fund capital projects, and our further analysis of the identified infrastructure funding gap creates a scenario where the District can be in a state of good repair on all capital assets in FY 2028.

The basic system is now complete, and we will further expand the system to include DCHA data, better cost estimation tools, and improved reporting. The remaining available funding of \$661,086 will be used to make these enhancements to the system; we project that additional funding will be needed as well to support these efforts.

In addition, the current software vendor, PowerPlan, has informed us that they will no longer seek public sector clients as they begin to focus only on energy and utility market customers. We are now exploring other vendors of asset management software and may be required to change vendors to retain a state-of-the-art system. If that happens, we will likely require additional budget to make the conversion to another system.

Attachment 21

| | a. Description of the initiative | b. Current status of implementation | c. The funding required to implement the initiative | d. Any documented results of the initiative, including additional revenue realized |
|-------------------------------------|--|---|---|--|
| Homestead Deduction Match | The primary objective of the Homestead Deduction Match program is to audit the entire population of accounts receiving the Homestead and/or Senior deductions using the most up-to-date public records and business practices. | The program was implemented in fiscal year 2018 and is led by Tax Management Associates, Inc. (TMA). OTR and TMA are working collaboratively to conduct compliance audits through data sharing. | Funding for the program has been allocated and budgeted in the amount of \$480,000. | To date, OTR has issued over 300 bills totaling \$2.3 million tax liability resulting from the TMA project. OTR has collected approximately \$638,000 from the billed amount. TMA will continue to issue real property tax bills until the entire population of accounts receiving such credits have been audited. |
| Federal AGI Match | This initiative compares a taxpayer's Federal Adjusted Gross Income, as reported on Form 1040, to what was reported on their D-40. If a difference is detected, a lead is created for a manual review by an auditor. | This initiative will be implemented in March 2020. | There is no funding required to implement this initiative. | There are no results to report at this time. |
| Revenue Agent's Report (RAR) | The RAR contains the detail of the IRS Examiner's audit findings from a review of a taxpayer's filed or unfiled return as compared to various other reported forms such as W-2s, | The campaign is currently being monitored monthly and was implemented in fiscal year 2019. | There was no funding required to implement the program. | In fiscal year 2019, we generated \$2 million in additional revenue. For the current fiscal year 2020, we have generated \$229,829. |

Attachment 21

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|--------------------------------------|---|--|---|---|
| | 1099s, etc. These results are then applied to the DC taxpayer's form D-20 and the taxpayer is subsequently notified and given the opportunity to dispute the adjustments before the final billing. | | | |
| CP 2000 Match | CP 2000 is a Federal notice sent to the taxpayer that indicates information reported on their 1040 that doesn't match information received from other sources. An adjustment is automatically computed and applied to the taxpayer's D-40 based on the CP 2000 information received from the IRS. | The campaign is currently being monitored monthly and was implemented in fiscal year 2019. | There was no funding required to implement this program. | In fiscal year 2019, we collected \$3.2 million in revenue for the District. For the current fiscal year 2020, we have generated \$462,282. |
| Tax Liability Bank Attachment | This program allows OTR to analyze data mining results through our warehouse to determine which accounts would be best for levy action. | This revenue initiative is currently in place and was implemented in fiscal year 2018. | Funding required for this program was \$310,532 for four positions. | Last fiscal year, the program generated \$5.4 million in revenue. This current fiscal year we have collected \$1,191,027. |
| Lien Enhancements | With MITS fully integrated, OTR can file liens electronically through the Recorder of Deeds. | This initiative was implemented in fiscal year 2019. | OTR received \$135,000 to hire two Tax | Fiscal Year 2019 we generated \$4.4 million in revenue. This current |

Attachment 21

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|-----------------------------|---|--|---|--|
| | (We still file manual liens when necessary.) e-Liens allow the department to pursue progressive tax enforcement strategies such as bank attachments, wage garnishments, sales tax seizures of licenses and revocation of a business. By filing liens timelier, OTR can collect revenues timelier. | | Examiners to manage the process. | fiscal year, we have generated \$743,796 in additional revenue. |
| Data Warehouse Match | The data warehouse is a repository of data we receive primarily from the IRS. It allows us to identify those taxpayers who have been non-compliant and who have underreported income. | The campaign is currently being monitored monthly and was implemented in fiscal year 2019. | The funding required to manage this program was \$279,000 for three Data Analyst positions. We have filled one vacancy and continue to recruit for the remaining two. | In fiscal year 2019, we collected \$6.4 million in revenue for the District. For the current fiscal year, we have generated \$5,320,328. |

FY 2019 Completed Audits

- Audit of FY 2017 Revenue & Expenditure Report of the Office of Public Charter School Financing and Support (OPCSFS) Direct Loan and Credit Enhancement Fund (DLCEF).

The objective of the audit was to express an opinion on the Revenue and Expenditure Report of the Fund in accordance with US Generally Accepted Accounting Principles and the financial provision of Public Law 108-335. The DLCEF Revenue and Expenditure report received an unmodified opinion.

- Audit of the Management of the Homestead Exemption Program

The objectives of the audit were to determine whether: (1) the program is administered in accordance with laws, regulations, policies and procedures; (2) internal controls over the program are adequate; and (3) prior audit recommendations issued in FY 2013 were implemented. We provided seven recommendations in this report.

- Audit of Office of Tax and Revenue Customer Service Administration (CSA) Adjustment Process

The objectives of the audit were to determine whether: (1) CSA maintained a system of internal controls that safeguarded the District's assets and assures reliable documentation for the changes made in the taxpayer's account; (2) CSA complied with the applicable laws, regulations, policies and procedures related to adjusting taxpayer accounts for refund and non-refund transactions; and (3) prior recommendations from our audit issued in FY 2013 were implemented. We provided eight recommendations in this report.

- Audit of the Inmate Welfare Fund Financial Statements for the Fiscal Year Ended September 30, 2018

The audit was conducted pursuant to D.C. Code §24-282(e) (2007). The objectives of the audit were to: (1) express an opinion on the financial statements of the Fund; (2) determine whether expenditures/costs charged to the Fund were proper; (3) determine whether internal controls over Fund transactions and financial reporting were adequate; and (4) determine whether the Fund is administered in accordance with laws and regulations. The Inmate Welfare Fund financial statements received an unmodified opinion.

- Audit of Internal Controls over the Gift Card Program at Selected Agencies of the Human Support Services Cluster (HSSC)-Phase 1

The objectives of the audit were to determine whether: (1) recommendations were implemented from our report issued in November 2015; and (2) agencies that were not previously selected for the HSSC complied with applicable laws and regulations We provided seven recommendations in this report.

- Audit of Internal Controls over OFT's Pension Fund Operations

The objectives of the audit were to: (1) determine OFT's compliance with applicable laws and regulations governing the Districts pension plans; and (2) assess the effectiveness of internal controls. We provided three recommendations in this report. The report is on the OCFO website.

- Audit of the New Columbia Statehood Fund Statement of Revenues and Expenditures for the Fiscal Year Ended September 30, 2018

The objectives of the audit were to: (1) express an opinion on the Statement of Revenues and Expenditures; (2) determine whether expenditures/costs charged to the Fund were proper; (3) determine whether internal controls over Fund transactions and financial reporting were adequate; and (4) determine whether the Fund is administered in accordance with laws and regulations. The New Columbia Fund Statement of Revenues and Expenditures received an unmodified opinion.

- Audit of the Internal Controls over the Returns Processing Administration (RPA) Suspense Unit.

The objectives of the audit were to determine whether: (1) internal controls over the correction of returns are adequate; and (2) corrections are completed timely and in accordance with policies and procedures. We provided two recommendations in this report. The report is on the OCFO website.

FY 2020 Completed Audits

- Audit of FY 2018 Revenue & Expenditure Report of the Office of Public Charter School Financing and Support (OPCSFS) Direct Loan and Credit Enhancement Fund (DLCEF).

The objective of the audit was to express an opinion on the Revenue and Expenditure Report of the Fund in accordance with US Generally Accepted Accounting Principles and the financial provision of Public Law 108-335. The DLCEF Revenue and Expenditure report received an unmodified opinion.

- Audit of Internal Controls over the Gift Card Program at Selected Agencies of the Human Support Services Cluster (HSSC)-Phase II

The objectives of the audit were to determine whether: (1) recommendations were implemented from our report issued in November 2015; and (2) agencies that were not previously selected for the HSSC complied with applicable laws and regulations. We provided eleven recommendations in this report. The report is on the OCFO website.

- Audit of the Internal Controls over the Real Property Tax Administration Maps & Titles Unit.

The objectives of the audit are to determine whether: (1) internal controls over the processing of property information are functioning as designed; and (2) the Unit is operating efficiently and effectively. We provided six recommendations in this report. The report is on the OCFO website.

- Follow Up Audit of Internal Controls over the Office of Lottery and Charitable Games Instant Tickets Inventory Process

The objectives of the follow up audit were to: (1) determine whether OLCG has adequate internal controls in place over the instant tickets inventory process, and (2) assess the current inventory methods of receiving, distributing and tracking instant tickets at OLCG. We provided five recommendations in this report. The report is on the OCFO website.

- Audit of the Inmate Welfare Fund Financial Statements for Fiscal Year Ended September 30, 2019

The audit was conducted pursuant to D.C. Code §24-282(e) (2007). The objectives of the audit were to: (1) express an opinion on the financial statements of the Fund; (2) determine whether expenditures/costs charged to the Fund were proper; (3) determine whether internal controls over Fund transactions and financial reporting were adequate; and (4) determine whether the Fund is administered in accordance with laws and regulations. The Inmate Welfare Fund financial statements received an unmodified opinion. The report is on the OCFO website.

- Audit of the EDRC Reprogramming Process

The objective of the audit was to determine whether the reprogramming of funds was conducted in accordance with the District regulations. No recommendations were provided in this report. The report is on the OCFO website.

Fiscal Year 2019List of Studies, Analyses, Projects and Publications of the Office of Revenue Analysis

- 1- *Tax Rates and Tax Burdens in the District of Columbia: A Nationwide Comparison* (annual, pursuant to Public Law 93-407)
This report provides for the comparison of selected tax rates, as well as a comparison of household tax burdens in the District of Columbia with those in the largest city in each of the 50 States.
- 2- *Tax Rates and Tax Burdens: Washington Metropolitan Area* (annual, pursuant to Public Law 93-407)
This report provides a comparison of selected tax rates, as well as a comparison of household tax burdens in the District of Columbia with those of five neighboring jurisdictions.
- 3- *State and Local Corporate Tax Burdens: A Metro Area Comparison* (first time publication in 2020)
This report provides a comparison of selected tax rates, as well as a comparison of business tax burdens in DC to those of neighboring jurisdictions.
- 4- *The Tax Expenditure report* (biennial, D.C. Law 13-161, the “Tax Expenditure Budget Review Act of 2000”), scheduled to be published in September 2020.
Provides for the estimates of revenue losses to the District resulting from both federal and local tax provisions that grant special relief designed to encourage certain taxpayers’ behavior or to aid taxpayers in special circumstances.
- 5- *District of Columbia Tax Expenditure Evaluation report* (annual) pursuant to Title VII, Subtitle N of the Fiscal Year 2015 Budget Support Act of 2014, provides for evaluations and performances of all tax expenditure projects in the District of Columbia. In January 2017, *Environment, Public Safety, Transportation, and Tax Administration and Equity Tax Expenditures* was published by ORA and the report on the *Economic Development Tax Expenditures* was published in November 2018. The next Tax Expenditure Evaluation Report on *Income Security and Social Policies* is scheduled to be published in 2020. Following that, the evaluation of *Education, Health, and Employment Tax Expenditures* will be published in late 2020 or early 2021.
- 6- *District of Columbia Special-Purpose Revenue Report*
Provides for the uses and revenue sources for more than 170 special-purpose revenue funds, along with a four-year revenue history and other background information on each fund.
- 7- *DC Economic Indicators* (monthly)
Provides a monthly summary of all economic activities in the District of Columbia with the purpose of identifying underlying changes within those activities.

- 8- *Cash Collection Reports* (monthly)
It provides for the tracking of cash collections, by source, in the District of Columbia. These reports are critical in monitoring the performance of the District's revenue collections relative to the revenue estimates.
- 9- *District of Columbia Economic and Revenue Trends* (monthly).
Provides detailed information on changes in the national and local economies, as well as necessary information regarding the underlying assumptions that are used in preparation of Quarterly Revenue Estimates.
- 10- *Quarterly Revenue Estimates*.
Mandated by the Congress of the United States of America, quarterly revenue estimates provide for establishing annual budgets of the District of Columbia.
- 11- *DC Tax Facts* (annual)
Provides detailed data and information pertaining to the District's various tax structures, tax and non-tax rates, legal references and other comparative tax data for the purpose of educating and enhancing citizens' awareness of their tax responsibilities.
- 12- *Washington D.C.'s Tax System, A Visual Guide Report* (annual)
Provides detailed graphical or visual representations and explanation of the District's various tax structures, tax distributions, and sources of revenue for the purpose of educating and enhancing citizens' awareness of their tax system as well as financial transparency.
- 13- *Revenue Chapter of the D.C. Budget Book* (annual)
It provides underlying assumptions pertaining to the preparation of the final revenue forecast for the District of Columbia during every fiscal year.
- 14- *Fiscal Impact Studies*
Routinely, provides analyses of fiscal impacts of proposed legislation to ensure the integrity of the District's annual budget (an average of 250 reports per year).
- 15- *District of Columbia Dedicated Taxes Revenue Report* (biennial)
Provides a narrative of the 19 programs with ear-marked tax revenues, along with a four-year revenue history and other background information on each fund.
- 14 - *Quarterly and Annual Reports to the U.S. Census Bureau*
As part of the U.S. Census Bureau's *Quarterly Survey of State Government Tax Collections* program, ORA reports quarterly D.C. tax revenue information to the Census Bureau. The survey is a component of the Quarterly Summary of State and Local Government Tax Revenue, which is the only comprehensive source of quarterly information on the tax revenues of all state and local governments in the United States. This survey is authorized by Title 13, United States Code, Sections 161 and 182. The information collected serves as an integral part in developing the Gross Domestic Product

– a key economic indicator produced by the Bureau of Economic Analysis. ORA also annually provides District fiscal year information to the Census Bureau as part of Census’

15- *Annual Survey of State Government Tax Collections*, as a part of the U.S. Census Bureau’s requirement, this survey is the only comprehensive source of details on tax collections by type of tax imposed and collected by state governments in the United States.

16- *D.C. Special Purpose Fund Revenue Certifications*

As part of the District of Columbia Budget and Financial Plan’s formulation process, ORA reviews, for approximately 200 Special Purpose (O-type) funds, agency provided projections of their Special Purpose fund non-tax revenue and fund balance use. Final ORA certifications are reported in the Revenue chapter of the Budget and Financial Plan. Throughout the year, after the District’s Approved Budget and Financial Plan is submitted to the U.S. Congress, ORA typically reviews up 50 agency requests for certification revisions. This is done in conjunction with an agency’s request to OBP for revised Special Purpose fund budget authority.

Special Studies & Analyses

The Office of Revenue Analysis, as the main research-oriented body of the Office of the Chief Financial Officer, routinely prepares and responds to especial requests and conducts especial projects on behalf of the Office of the Mayor and/or the Council of the District of Columbia.

- 1- *“A Study of the District’s Unemployment Insurance Trust Fund,”* Pursuant to the Council request, July 2019.
- 2- *“The Analysis of Federal government shutdown,”* Jan 2019.

Also, in support of EDF mandates and responsibilities, ORA engaged in a series of internal investigative analyses and report, as follows;

- 3- Pursuant to DC Code § 47–4701, EDF completed 8 Tax Abatement Financial Analyses which provide an advisory opinion on whether a proposed tax abatement is needed.
- 4- Pursuant to DC Code § 2-1208, EDF completed the *“Unified Economic Development Budget Report”* which provides information on how economic development dollars were allocated in the District during the prior fiscal year.

Conference Participations & Presentations

Presentation, “Impact of TCJA on Families’ Tax Burdens,” Federation of Tax Administrators Revenue Estimating and Research Conference. New Orleans, LA. September 2019.

Presentation, “Evaluating Tax Incentives”, Federation of Tax Administrators Revenue Estimating and Research Conference, New Orleans, LA. September 2019.

Presentation, “Alternative Evaluation Approaches,” Pew Charitable Trusts Roundtable on Evaluating Economic Development Tax Incentives. Washington, DC. October 2019.

Presentation, “Alternative Revenue Sources and Sin Taxes,” National Tax Association Spring Symposium, May 2019.

Organizer/Panelist, “Rethinking Forecast Models in a Changing Economy,” Federation of Tax Administrators Revenue Estimating Conference, Sept 2019.

Presentation, “Modeling Corporate income Tax after a Decade of Change,” Federation of Tax Administrators Revenue Estimating Conference, Sept 2019.

Panel Discussion, “Tax Incentives, Strategies for Successful Economic Development.” Co-hosted by the GW Center for Washington Area Studies and The Pew Charitable Trusts. Washington DC, November 2018.

Presentation, “DC’s Economic Development Tax Expenditures,” Federation of Tax Administrators Revenue Estimating and Research Conference. San Diego, CA. October 2018.

Presentation, “Estimating Sports Wagering Revenue, DC’s experience,” Federation of Tax Administrators Revenue Estimating Conference, Sept 2019.

Presentation (internal), “History of DC’s Public Utility Revenue,” Sept. 2019.

Presentation, “Accessing existing information/data for evaluations,” 2018 Roundtable on Evaluating Economic Development Tax Incentives Washington, DC. October 18, 2018.

Presentation, “*Earnings, EITC, and Employment Responses to a \$15 Minimum Wage: Will Low-Income Workers Be Better Off?*”, REMI Luncheon, Washington, DC, November 2018.

Presentation, *The Effect of Combined Reporting on the District's Tax Revenue*,” Federation of Tax Administrators, San Diego, CA., October 2018.

Presentation, “*A Study of the DC Rental Market and the Role of Millennials*,” Federation of Tax Administrators, San Diego, CA., October 2018.

Presentation, “*EITC Expansion, Earnings Growth, and Inequality: Evidence from Washington DC*,” National Tax Administration Conference, New Orleans, LA., November 2018.

“Does the District of Columbia Income Tax Policy Increases Tax Revenue? Evidence from Regression Discontinuity Design,” National Tax Administration Conference, New Orleans, LA., November 2018.

Presentation, *“A Study of the District of Columbia's Apartment Rental Market from 2000 to 2015: The Impact of Millennials,”* Eastern Economic Association Conference, New York, NY February 2019.

Staff Participations

“Does the District of Columbia Income Tax Policy Increases Tax Revenue? Evidence from Regression Discontinuity Design,” National Tax Administration Conference Proceedings (forthcoming), November 2018.

“Tax Burden Shifting: What Happened in Washington, D.C., During the 2007-2009 Recession?” Review of Black Political Economy, - November 2018, Vol 45(2) 147-165.

“How Federal Tax Reform is Expected to Affect DC Residents,” Blog: DC Urban Turf, November 2018.

| SSL | ADDRESS | WARD |
|-----------|----------------------------|------|
| 0188 0073 | 1511 V ST NW | 1 |
| 0235 2215 | 2125 14TH ST NW C-2 | 1 |
| 0274 0126 | 1909 13TH ST NW | 1 |
| 0302 0073 | 2220 11TH ST NW | 1 |
| 0302 0074 | 2201 12TH ST NW | 1 |
| 0441 2012 | 1805 7TH ST NW 100 | 1 |
| 2541 0021 | 2324 ASHMEAD PL NW | 1 |
| 2551 0042 | 2448 18TH ST NW | 1 |
| 2563 0106 | 2472 - 2474 ONTARIO RD NW | 1 |
| 2566 0047 | 1724 EUCLID ST NW | 1 |
| 2567 2398 | 2200 17TH ST NW G-30 | 1 |
| 2578 0025 | 2800 16TH ST NW | 1 |
| 2579 0035 | 1656 - 1660 COLUMBIA RD NW | 1 |
| 2580 0417 | 1730 LANIER PL NW | 1 |
| 2580 0420 | 2720 ONTARIO RD NW | 1 |
| 2595 0681 | 1622 LAMONT ST NW | 1 |
| 2595 0813 | 3118 16TH ST NW | 1 |
| 2595 0814 | 3120 16TH ST NW | 1 |
| 2608 1041 | 3224 16TH ST NW | 1 |
| 2615 0098 | 1818 NEWTON ST NW | 1 |
| 2621 0806 | 1643 NEWTON ST NW | 1 |
| 2661 0153 | 1430 CHAPIN ST NW | 1 |
| 2661 0154 | CHAPIN ST NW | 1 |
| 2669 0043 | 2831 15TH ST NW | 1 |
| 2670 0835 | 1420 COLUMBIA RD NW | 1 |
| 2671 0817 | 1501 COLUMBIA RD NW | 1 |
| 2672 0633 | 1419 COLUMBIA RD NW | 1 |
| 2672 0719 | 3020 14TH ST NW | 1 |
| 2672 0728 | 3045 15TH ST NW | 1 |
| 2672 0729 | 3043 15TH ST NW | 1 |
| 2672 0875 | 1499 COLUMBIA RD NW | 1 |
| 2672 2031 | 1401 COLUMBIA RD NW C1 | 1 |
| 2672 2033 | 1401 COLUMBIA RD NW C3 | 1 |
| 2674 0854 | 3237 HIATT PL NW | 1 |
| 2676 0795 | 3300 14TH ST NW | 1 |
| 2677 0712 | 3400 14TH ST NW | 1 |
| 2681 0681 | 1440 MERIDIAN PL NW | 1 |
| 2835 0104 | 3471 14TH ST NW | 1 |
| 2836 0126 | 3427 14TH ST NW | 1 |
| 2839 0821 | 3431 13TH ST NW | 1 |
| 2850 0805 | 1200 IRVING ST NW | 1 |
| 2868 0121 | 1301 BELMONT ST NW | 1 |

| SSL | ADDRESS | WARD |
|-----------|-----------------------------|------|
| 1378 0002 | 4535 W ST NW | 3 |
| 1426 0027 | 3119 ARIZONA AVE NW | 3 |
| 1444 0048 | 5419 SHERIER PL NW | 3 |
| 1584 0801 | 4420 RIVER RD NW | 3 |
| 1663 0809 | 5411 WESTERN AVE NW | 3 |
| 1709 2089 | 4000 TUNLAW RD NW Unit: 503 | 3 |
| 1730 0807 | 4100 RIVER RD NW | 3 |
| 1732 0045 | 4620 WISCONSIN AVE NW | 3 |
| 1770 0805 | 4000 BRANDYWINE ST NW | 3 |
| 1816 0824 | 3855 MASSACHUSETTS AV NW | 3 |
| 1938 0813 | 3524 MASSACHUSETTS AV NW | 3 |
| 1949 0832 | 3525 WOODLEY RD NW | 3 |
| 2109 0092 | 2700 27TH ST NW | 3 |
| SSL | ADDRESS | WARD |
| 2287 0802 | MILITARY RD NW | 4 |
| 2290 0030 | 5314 29TH ST NW | 4 |
| 2655 0804 | 4900 16TH ST NW | 4 |
| 2701 0053 | 4411 16TH ST NW | 4 |
| 2707 0033 | 4715 16TH ST NW | 4 |
| 2722 0060 | 5713 16TH ST NW | 4 |
| 2726 0831 | 6029 - 6045 16TH ST NW | 4 |
| 2756 0037 | 1764 SYCAMORE ST NW | 4 |
| 2757 0029 | BIRCH ST NW | 4 |
| 2767 0804 | 8008 EASTERN AVE NW | 4 |
| 2798 0063 | 5605 COLORADO AVE NW | 4 |
| 2808 0068 | 4800 ARKANSAS AVE NW | 4 |
| 2820 0003 | 4202 13TH ST NW | 4 |
| 2820 0004 | 1301 UPSHUR ST NW | 4 |
| 2826 0099 | 1371 SPRING RD NW | 4 |
| 2907 0069 | 3900 KANSAS AVE NW | 4 |
| 2914 0023 | 4324 GEORGIA AVE NW | 4 |
| 2917 0036 | 1104 ALLISON ST NW | 4 |
| 2917 0082 | 4410 GEORGIA AVE NW | 4 |
| 2917 0088 | 4406 GEORGIA AVE NW | 4 |
| 2918 0805 | 4506 GEORGIA AV NW | 4 |
| 2940 0816 | 6100 GEORGIA AVE NW | 4 |
| 2940 0821 | 6100 GEORGIA AVE NW | 4 |
| 2954 0042 | 1212 FLORAL ST NW | 4 |
| 2958 0806 | 7708 ALASKA AV NW | 4 |
| 2964 0034 | 7319 GEORGIA AVE NW | 4 |

| 2964 | 0811 | 7315 GEORGIA AV NW | 4 |
|-------|------|---------------------------|------|
| 2975 | 0012 | 6440 PINEY BRANCH RD NW | 4 |
| 2982 | 0135 | 916 RITTENHOUSE ST NW | 4 |
| 3024 | 0800 | 0811 UPSHUR ST NW | 4 |
| 3024 | 0818 | 4209 - 4211 9TH ST NW | 4 |
| 3136 | 0082 | 4207 8TH ST NW | 4 |
| 3136 | 0083 | 4201 8TH ST NW | 4 |
| 3136 | 0084 | 729 UPSHUR ST NW | 4 |
| 3158 | 0059 | 701 OGLETHORPE ST NW | 4 |
| 3169 | 0805 | 635 ASPEN ST NW | 4 |
| 3208 | 0824 | 0528 KENNEDY ST NW | 4 |
| 3287 | 0808 | 6212 3RD ST NW | 4 |
| 3294 | 0002 | 308 LONGFELLOW ST NW | 4 |
| 3317 | 0114 | 211 UPSHUR ST NW | 4 |
| 3391 | 0805 | 0102 KENNEDY ST NW | 4 |
| 3714 | 0119 | 5911 NEW HAMPSHIRE AVE NE | 4 |
| 3714 | 0120 | 207 ONEIDA ST NE | 4 |
| 3715 | 0030 | 5900 CHILLUM PL NE | 4 |
| 3741 | 0809 | 0405 RIGGS RD NE | 4 |
| | | | |
| SSL | | ADDRESS | WARD |
| 0520 | 0107 | 1609 - 1611 4TH ST NW | 5 |
| 0615 | 0272 | 46 Q ST NW | 5 |
| 3104 | 0820 | 0150 S ST NW | 5 |
| 3112 | 0030 | 69 RHODE ISLAND AVE NW | 5 |
| 3505 | 0802 | 2219 LINCOLN RD NE | 5 |
| 3508 | 0802 | 0002 RHODE ISLAND AV NE | 5 |
| 3570 | 0032 | 306 S ST NE | 5 |
| 3576 | 0816 | 151 Q ST NE | 5 |
| 3576 | 0817 | 150 Q ST NE | 5 |
| 3576 | 0818 | 200 Q ST NE | 5 |
| 3576 | 0819 | 201 Q ST NE | 5 |
| 3576 | 0820 | 150 HARRY THOMAS WAY NE | 5 |
| 3615 | 0026 | 1945 4TH ST NE | 5 |
| 3615 | 0037 | 1957 4TH ST NE | 5 |
| 3615 | 0047 | 1949 4TH ST NE | 5 |
| 3615 | 0051 | 1959 4TH ST NE | 5 |
| 3630 | 0005 | 0601 EDGEWOOD ST NE | 5 |
| 3630 | 0807 | 0601 EDGEWOOD ST NE | 5 |
| 3829W | 0008 | 0813 - 0815 MONROE ST NE | 5 |
| 3880 | 0002 | 12TH ST NE | 5 |
| 3894 | 0827 | VARNUM ST NE | 5 |
| 3925 | 0085 | 3809 12TH ST NE | 5 |
| 3937 | 0058 | 1222 RHODE ISLAND AVE NE | 5 |
| 3937 | 0824 | 2635 12TH ST NE | 5 |

| | | | |
|-------|------|--------------------------|---|
| 0513 | 0953 | 1237 5TH ST NW | 6 |
| 0515 | 3224 | 460 - 490 L ST NW RU-1 | 6 |
| 0516S | 0027 | 0459 MASSACHUSETTS AV NW | 6 |
| 0516S | 0028 | 454 I ST NW | 6 |
| 0525 | 0840 | 1050 NEW JERSEY AV | 6 |
| 0525 | 0841 | NEW YORK AV | 6 |
| 0526 | 0025 | 1035 4TH ST NW | 6 |
| 0542 | 0082 | 0900 4TH ST SW | 6 |
| 0546 | 0820 | 0222 M ST SW | 6 |
| 0546 | 0821 | 0222 M ST SW | 6 |
| 0546 | 7000 | 0222 M ST SW | 6 |
| 0546 | 7001 | 0222 M ST SW | 6 |
| 0546 | 7002 | 0222 M ST SW | 6 |
| 0546 | 7003 | 0222 M ST SW | 6 |
| 0546 | 7004 | 0222 M ST SW | 6 |
| 0546 | 7005 | 0222 M ST SW | 6 |
| 0557 | 0140 | 1137 NEW JERSEY AV NW | 6 |
| 0560 | 0835 | 901 3RD ST NW | 6 |
| 0621 | 0248 | 0043 K ST NW | 6 |
| 0625 | 0060 | 1 MASSACHUSETTS AVE NW | 6 |
| 0645W | 0022 | 900 DELAWARE AVE SW | 6 |
| 0671 | 0014 | 7 NEW YORK AVE NE | 6 |
| 0674 | 0802 | 1001 NORTH CAPITOL ST NE | 6 |
| 0674 | 0846 | 0010 K ST NE | 6 |
| 0725 | 0885 | 0144 CONSTITUTION AV NE | 6 |
| 0757 | 0043 | 0235 2ND ST NE | 6 |
| 0763 | 0001 | 224 D ST SE | 6 |
| 0772 | 0016 | 1234 4TH ST NE | 6 |
| 0807 | 0813 | 0401 K ST NE | 6 |
| 0817 | 0809 | 0004 4TH ST SE | 6 |
| 0820 | 0800 | 0420 D ST SE | 6 |
| 0833 | 0033 | 0522 G ST NE | 6 |
| 0840 | 0023 | 0502 EAST CAPITOL ST NE | 6 |
| 0840 | 0841 | 502 EAST CAPITOL ST R NE | 6 |
| 0888 | 0047 | 700 I ST NE | 6 |
| 0889 | 0037 | 715 I ST NE | 6 |
| 0893 | 0010 | 726 MARYLAND AVE NE | 6 |
| 0902 | 0814 | 0410 7TH ST SE | 6 |
| 0902 | 0815 | 0408 7TH ST SE | 6 |

| 0904 | 0042 | 721 8TH ST SE | 6 |
|------|------|---------------------------|------|
| 0906 | 0810 | 7TH ST SE | 6 |
| 0906 | 0811 | 7TH ST SE | 6 |
| 0906 | 0812 | 7TH ST SE | 6 |
| 0906 | 0814 | 0711 VIRGINIA AV SE | 6 |
| 0906 | 0815 | 0719 VIRGINIA AV SE | 6 |
| 0906 | 0823 | 0733 VIRGINIA AV SE | 6 |
| 0906 | 0829 | VIRGINIA AVE SE | 6 |
| 0906 | 0830 | 0701 VIRGINIA AVE SE | 6 |
| 0963 | 0800 | 1015 D ST NE | 6 |
| 1006 | 0010 | 1227 MARYLAND AVE NE | 6 |
| 1045 | 0842 | 1350 POTOMAC AVE SE | 6 |
| 1045 | 7002 | POTOMAC AVE SE | 6 |
| 1045 | 7003 | 1391 PENNSYLVANIA AVE SE | 6 |
| 1045 | 7008 | POTOMAC AVE SE | 6 |
| 1047 | 0021 | 1341 K ST SE | 6 |
| 1059 | 0098 | 1422 MASSACHUSETTS AVE SE | 6 |
| 4509 | 0152 | 701 15TH ST NE | 6 |
| 4540 | 0049 | 1673 ROSEDALE ST NE | 6 |
| 4540 | 0289 | 612 17TH ST NE | 6 |
| | | | |
| SSL | | ADDRESS | WARD |
| 5048 | 0014 | 60 BURNS ST NE | 7 |
| 5055 | 0027 | 765 KENILWORTH TER NE | 7 |
| 5058 | 0008 | 800 KENILWORTH AVE NE | 7 |
| 5081 | 0052 | 4000 - 3962 BENNING RD NE | 7 |
| 5126 | 0090 | 4417 SHERIFF RD NE | 7 |
| 5127 | 0108 | 4421 JAY ST NE | 7 |
| 5136 | 0060 | 4401 BROOKS ST NE | 7 |
| 5148 | 0800 | 0721 48TH ST NE | 7 |
| 5157 | 0073 | 4407 LEE ST NE | 7 |
| 5157 | 0074 | 1008 45TH ST NE | 7 |
| 5157 | 0816 | 4408 SHERIFF RD NE | 7 |
| 5157 | 0827 | SHERIFF RD NE | 7 |
| 5157 | 0829 | 45TH PL NE | 7 |
| 5158 | 0105 | 4839 MEADE ST NE | 7 |
| 5160 | 0041 | 1229 47TH PL NE | 7 |
| 5160 | 0803 | 47TH PL NE | 7 |
| 5189 | 0843 | 4929 AMES ST NE | 7 |
| 5189 | 0851 | 0015 49TH PL NE | 7 |
| 5190 | 0806 | 4900 EAST CAPITOL ST NE | 7 |
| 5190 | 0807 | 4902 EAST CAPITOL ST NE | 7 |
| 5190 | 0808 | 4904 EAST CAPITOL ST NE | 7 |
| 5191 | 0853 | EAST CAPITOL ST NE | 7 |
| 5210 | 0802 | 0707 DIVISION AV NE | 7 |

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|-------|------|--------------------------------|---|
| 5253 | 0023 | 5713 DIX ST NE | 7 |
| 5253 | 0811 | 5701 DIX ST NE | 7 |
| 5253 | 0813 | 5703 DIX ST NE | 7 |
| 5253 | 0814 | 5705 DIX ST NE | 7 |
| 5266 | 0028 | 6011 DIX ST NE | 7 |
| 5266 | 0029 | 6029 DIX ST NE | 7 |
| 5266 | 0030 | 6031 DIX ST NE | 7 |
| 5266 | 0045 | 6033 DIX ST NE | 7 |
| 5266 | 0054 | 6007 DIX ST NE | 7 |
| 5268 | 0042 | 317 62ND ST NE | 7 |
| 5293 | 0020 | 5400 CALL PL SE | 7 |
| 5301 | 0031 | 5350 D ST SE | 7 |
| 5309 | 0800 | 5126 B ST SE | 7 |
| 5310 | 0038 | 5207 B ST SE | 7 |
| 5313 | 0013 | 5219 CALL PL SE | 7 |
| 5315 | 0036 | 5100 E ST SE | 7 |
| 5316 | 0001 | E ST SE | 7 |
| 5316 | 0002 | E ST SE | 7 |
| 5316 | 0810 | 5111 E ST SE | 7 |
| 5340 | 0801 | 5010 SOUTHERN AV SE | 7 |
| 5345 | 0037 | 0001 - 0013 BASS CIR SE | 7 |
| 5345 | 0038 | 4608 - 4614 BENNING RD SE | 7 |
| 5345 | 0039 | 4600 - 4606 BENNING RD SE | 7 |
| 5345 | 0040 | 4505 - 4511 B ST SE | 7 |
| 5345 | 0041 | 4611 BASS PL SE | 7 |
| 5348 | 0001 | 0032 47TH ST SE | 7 |
| 5348 | 0002 | 0022 - 0030 47TH ST SE | 7 |
| 5348 | 0003 | 0012 - 0020 47TH ST SE | 7 |
| 5348 | 0004 | 0004 - 0010 47TH ST SE | 7 |
| 5348 | 0005 | 0005 47TH ST SE | 7 |
| 5348 | 0006 | 4805 - 4811 EAST CAPITOL ST SE | 7 |
| 5348 | 0007 | 4813 - 4819 EAST CAPITOL ST SE | 7 |
| 5348 | 0008 | 0001 - 0011 49TH ST SE | 7 |
| 5358 | 0144 | 4837 BENNING RD SE | 7 |
| 5359 | 0306 | 4625 G ST SE | 7 |
| 5365 | 0153 | 4411 BOWEN RD SE | 7 |
| 5426 | 0032 | 3408 C ST SE | 7 |
| 5480 | 0001 | 3024 MASSACHUSETTS AVE SE | 7 |
| 5542S | 0847 | 3305 HIGHWOOD DR SE | 7 |
| 5545 | 0013 | 3000 PENNSYLVANIA AVE SE | 7 |
| 5546 | 0005 | 2916 PENNSYLVANIA AV SE | 7 |
| 5546 | 0006 | PENNSYLVANIA AV SE | 7 |
| 5546 | 0007 | PENNSYLVANIA AV SE | 7 |
| 5546 | 0008 | PENNSYLVANIA AV SE | 7 |
| 5546 | 0009 | PENNSYLVANIA AV SE | 7 |

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|--------------|------|-----------------------------------|---|
| 5915 | 0013 | 3324 13TH ST SE | 8 |
| 5926 | 0003 | 3700 9TH ST SE | 8 |
| 5934 | 0014 | 3401 10TH PL SE | 8 |
| 5934 | 0015 | 3411 10TH PL SE | 8 |
| 5934 | 0801 | 10TH PL SE | 8 |
| 5934 | 0807 | 10TH PL SE | 8 |
| 5984 | 0802 | 0511 MELLON ST SE | 8 |
| 6004 | 0800 | 3366 BROTHERS PL SE | 8 |
| 6070 | 0047 | 3501 MARTIN LUTHER KING JR AVE SE | 8 |
| 6090 | 0032 | 3624 MARTIN LUTHER KING JR AV SE | 8 |
| 6150 | 2001 | 0021 ATLANTIC ST SW R-1 | 8 |
| 6153 | 0073 | 3929 4TH ST SE | 8 |
| 6159 | 0127 | 885 BARNABY ST SE | 8 |
| 6159 | 0128 | 4301 9TH ST SE | 8 |
| 6160 | 0089 | 820 CHESAPEAKE ST SE | 8 |
| 6160 | 0872 | 0840 CHESAPEAKE ST SE | 8 |
| 6210 | 0038 | 800 SOUTHERN AVE SE | 8 |
| PAR 02180096 | | 1701 19TH ST SE | 8 |
| PAR 02180138 | | 1819 MINNESOTA AVE SE | 8 |
| PAR 02240045 | | 1724 MINNESOTA AVE SE | 8 |
| PAR 02280011 | | ALABAMA AV SE | 8 |
| PAR 02440048 | | 141 XENIA ST SW | 8 |

| OWNERNAME |
|---|
| AUGUSTANA EVANGELICAL LUTHERAN CHURCH |
| MCP UNION ROW LLC |
| 1909 13 ST NW LLC |
| 2220 11TH STREET LLC |
| NATIONAL HISPANIC COUNCIL ON AGING |
| UNITED NEGRO COLLEGE FUND INC |
| SAINT MARGARET'S CHURCH VESTRY |
| JUBILEE HOUSING INC |
| L'ARCHE HOMES FOR LIFE INC |
| L'ARCHE HOMES FOR LIFE INC |
| MERIDIAN INTERNATIONAL CENTER |
| |
| EIGHT DAY FAITH COMMUNITY |
| JOSEPHS HOUSE INC |
| JUBILEE HOUSING INC |
| BROTHERS OF CHARITY INC |
| |
| |
| THE HOLY SPRIT ASSOCIATION FOR UNIFICATION OF WOLD CHRISTIANITY |
| STODDARD BAPTIST HOME INC |
| |
| |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| LA CLINICA DEL PUEBLO INC |
| SELENIUM LLC |
| NATIONAL BAPTIST MEMORIAL CHURCH |
| LATIN AMERICAN YOUTH CENTER INC |
| UNITY HEALTH CARE INC |
| |
| |
| IMMANUEL BAPTIST CHURCH |
| LATINO ECONOMIC DEVELOPMENT CORPORATION OF WASHINGTON DC |
| LATIN AMERICAN YOUTH CENTER, INC |
| COLUMBIA HEIGHTS PARTNERS LLC |
| SAMUEL KELSEY REDEVELOPMENT LIMITED PARTNERSHIP |
| DIW REAL ESTATE HOLDINGS CORP |
| SUNFLOWER HOUSE INC |
| 3471 14TH ST PARTNERS LLC |
| IGLESIA DEL DIOS VIVO COLUMNA Y APOYO |
| |
| |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| BELMONT INDEPENDENT LIVING INC (BIL) |

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| HOWARD UNIVERSITY (LAND ONLY) |
| HOWARD UNIVERSITY (LAND ONLY) |
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| |
| THE HOWARD UNIVERSITY INC |
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| HOWARD UNIVERSITY (LAND ONLY) |
| |
| OWNERNAME |
| SALVATION ARMY |
| AMERICAN PHARMACISTS ASSOCIATION |
| |
| NATIONAL SOCIETY COLONIAL DAMES XV III |
| AMERICAN FRIENDS SC INC |
| SASAKAWA PEACE FOUNDATION USA INC |
| CHURCH 1775 LLC |
| GENERAL FEDERATION OF WOMENS CLUBS |
| NATIONAL TRUST FOR HISTORIC PRESERVATION U S |
| JESUIT CONFERENCE INC |
| CARNEGIE INSTITUTION OF WASHINGTON |
| GRACE EVANGELICAL & REFORMED CHURCH |
| NATIONAL CITY CHRISTIAN CHURCH |
| NATIONAL CITY CHRISTIAN CHURCH CORP INC |
| SALEM BAPTIST CHURCH |
| SALEM BAPTIST CHURCH |
| SALEM BAPTIST CHURCH TRUSTEES |
| JCR 916 G STREET INVESTORS LLC |
| JCR 916 G STREET INVESTORS LLC |
| NATIONAL COUNCIL NEGRO WOMEN INC |
| THE FREEDOM FORUM INC |
| QUADRUM DC LLC |
| AGED WOMEN'S HOME GEORGETOWN |
| JUNIOR LEAGUE CITY OF WASH INC |
| ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| LUTHERAN CHURCH & CEMETERY |
| MT ZION UNITED METHODIST CHURCH |
| PRESIDENT & DIRECTORS OF GEORGETOWN UNIVERSITY |
| PRESIDENT & DIRECTORS OF GEORGETOWN UNIVERSITY |
| PRESIDENT & DIRECTORS OF GEORGETOWN |
| PRESIDENT & DIRECTORS OF GEORGETOWN |
| NATIONAL TRUST FOR HISTORIC PRESERVATION U S |
| LUBAVITCH CENTER OF WASHINGTON |
| SAINT MARGARET'S CHURCH VESTRY |

| OWNERNAME |
|--|
| NOAH RAIZMAN |
| TANIA GHOSSEIN |
| INSTITUTE OF SPIRITUAL DEVELPMNT |
| WASHINGTON INTERNATIONAL CHURCH OF THE CHRISTIAN & MISSIONARY ALLIANCE |
| FRIENDSHIP CHILDREN'S CENTER, INC |
| JULIANNE HAGGERTY |
| THE CITY CHURCH DC |
| |
| |
| EMBASSY CHURCH |
| CHURCH OF JESUS CHRIST |
| JOHN F THORNE |
| THE AIDAN MONTESSORI SCHOOL |
| |
| OWNERNAME |
| THE INGLESIDE PRESBYTERIAN RETIREMENT COMMUNITY INC |
| LIONEL T BROWN |
| NIPPONZAN MYOHOJI |
| PENTELCOSTAL CHURCH OF GOD EMMANUEL |
| JEWISH PRIMARY DAY SCHOOL OF THE NATIONS CAPITAL INC |
| SPIRITUAL ASSEMBLY OF BAHA'IS WASH DC |
| |
| SHILOH BAPTIST CHURCH |
| BISHOP S C MADISON TRUSTEE |
| SAINT MARYS BAPTIST CHURCH |
| FELLOWSHIP BAPTIST CHURCH INC |
| CORNERSTONE COMMUNITY DC INC. |
| N B C USA HOUSING INC TWENTY FOUR |
| N B C - USA HOUSING INC TWENTY-SEVEN |
| LOUIS BLAND TR |
| 3900 KANSAS LLC |
| THE FIRST HIJRAH FOUNDATION (FHF) INC |
| GEORGIA AVE/ROCK CREEK |
| SAINT CHARLES BAPTIST CHURCH |
| LUTHERN SOCIAL SERVICES NATIONAL CAPITAL AREA INC |
| TRANSITIONAL HOUSING CORPORATION |
| |
| |
| JOSHUA A KIRSTEN |
| NORTHMINSTER PRESBYTERIAN CHURCH |
| HOBART VENTURES LLC |

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|--|
| SPEEDY TAX AND ACCOUNTING SERVICES PLLC |
| NEW BETHEL CHURCH TRUSTEES |
| LAKEW GETACHEW |
| |
| WHITE STAR 9TH LLC |
| |
| |
| SAINT ANDREW'S PARISH |
| |
| |
| OROMO COMMUNITY ORGANIZATION |
| ERIKA ETLIN |
| 211 UPSHUR LLC |
| FAITH MISSION TEMPLE |
| CHURCH CHRISTIAN REFORMED WASHINGTON |
| CHURCH CHRISTIAN REFORMED WASHINGTON |
| |
| FAITH MORAVIAN CHURCH OF THE NATIONS CAPITAL |
| |
| OWNERNAME |
| |
| EBENEZER BAPTIST CHURCH |
| |
| GD ACQUISITION LLC |
| GLENWOOD CEMETERY |
| ALL NATIONS BAPTIST CHURCH |
| HOUSE OF RUTH INC |
| 151 Q STREET RESIDENTIAL LLC |
| 151 Q STREET RESIDENTIAL LLC |
| 151 Q STREET RESIDENTIAL LLC |
| 151 Q STREET RESIDENTIAL LLC |
| 151 Q STREET RESIDENTIAL LLC |
| RAP INC |
| RAP INC |
| RAP INC |
| RAP INC |
| EDGEWOOD TERRACE ONE LLC |
| EDGEWOOD TERRACE ONE LLC |
| DADA PROPERTIES LLC |
| ST ANTHONYS CATHOLIC CHURCH SCHOOL RECTORY |
| TA WASHINGTON 4401 8TH LLC |
| KATHRYN RACHELS |
| CHURCH OF THE LIVING GOD, LA LUZ DEL MUNDO |
| MARIGOLD PLACE INC |

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|--|
| OLD WAY BAPTIST CHURCH |
| GREGORY W SIEGEL |
| |
| HOLY TRINITY MISSIONARY BAPTIST CHURCH |
| SPECTRUM MANAGEMENT LLC |
| SPECTRUM MANAGEMENT LLC |
| SPECTRUM MANAGEMENT LLC |
| SPECTRUM MANAGEMENT LLC |
| SPECTRUM MANAGEMENT LLC |
| SPECTRUM MANAGEMENT LLC |
| ACADEMY OF HOPE ADULT PUBLIC CHARTER SCHOOL |
| KATHERINA DIMENSTEIN |
| GENERAL ASSEMBLY OF THE CHRISTIAN CHURCH |
| PLEASANT GROVE BAPTIST CHURCH |
| BANDURA PROPERTIES LLC |
| FIRST CHRIST APOSTOLIC CHURCH |
| |
| TRUSTEES OF SECOND NEW SAINT PAUL'S BAPTIST CHURCH |
| NEW CANAAN BAPTIST CHURCH |
| TRS OF NEW CANAAN BAPTIST CHURCH |
| TRINITY RELIGIOUS TEMPLE CHURCH INC |
| D C DEVELOPING FAMILIES CT INC |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| HOWARD UNIVERSITY (LAND ONLY) |
| |
| OWNERNAME |
| PHYLLIS WHEATLEY REDEVELOPMENT LLC |
| SHILOH BAPTIST CHURCH TRUSTEES |
| SHILOH BAPTIST CHURCH |
| SHILOH BAPTIST CHURCH TRUSTEES |
| SHILOH BAPTIST CHURCH TRUSTEES |
| SHILOH BAPTIST CHURCH |
| W-G 9TH & O LLV |
| LINCOLN-WESTMORELAND HOUSING |
| CHANNING PHILLIPS HOMES LLC |
| ASBURY DWELLINGS INC |
| FIRST RISING MOUNT ZION BAPTIST CHURCH HOUSING CORP |
| BISHOP S C MADISON TRUSTEE |
| VESTRY OF SAINT AUGUSTINE'S PARISH |
| GD ACQUISITION LLC |
| SECOND NW COOPERATIVE HME |
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|---|
| WASHINGTON DC CENTRAL CONGREGATION OF JEHOVAH'S WITNESSES INC |
| DISTRICT OF COLUMBIA |
| NATIONAL CITY CHRISTIAN CHURCH CORP |
| NATIONAL CITY CHRISTIAN CHURCH CORP |
| GOLDEN RULE PLAZA INC |
| GOLDEN RULE PLAZA INC |
| |
| CHRIST UNITED METHODIST CHURCH |
| TC/MP ST. MATTHEWS OWNER LLC |
| SAINT MATTHEWS EVANGELICAL LUTHERAN CHURCH OF WASHINGTON |
| TC/MP ST. MATTHEWS OWNER LLC |
| TC/MP ST. MATTHEWS OWNER LLC |
| SAINT MATTHEWS EVANGELICAL LUTHERAN CHURCH OF WASHINGTON |
| TC/MP ST. MATTHEWS OWNER LLC |
| SAINT MATTHEWS EVANGELICAL LUTHERAN CHURCH OF WASHINGTON |
| TC/MP ST. MATTHEWS OWNER LLC |
| WM W BAUM ROMAN CATHOLIC ARCHBISHOP OF WASHINGTON |
| |
| SEVERNA PHASE II LLC |
| |
| NATIONAL GUARD ASSOCIATION OF THE UNITED STATES INC |
| FRIENDSHIP BAPTIST CHURCH |
| COVENANT HOUSE WASHINGTON DC |
| JEMAL'S SANCTUARY LLC |
| JEMAL'S SANCTUARY LLC |
| UNITED STATES OF AMERICA |
| YWCH TRUSTEES |
| KENNETH H NASH POST NO 8 INC |
| TWO RIVERS PUBLIC CHARTER SCHOOL |
| NILE DEVELOPER LLC |
| MARQUETTE UNIVERSITY |
| |
| |
| MARQUETTE UNIVERSITY |
| MARQUETTE UNIVERSITY |
| PILGRIM BAPTIST CHURCH |
| TRS OF THE PILGRIM BAPTIST CH INC |
| QINGQING CHEN |
| SEXUAL MINORITY YOUTH ASSISTANCE LEAGUE |
| SEXUAL MINORITY YOUTH ASSISTANCE LEAGUE |

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| DIGNITY WASHINGTON INC |
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| |
| TRUSTEES OF THE POSTOLIC FAITH CHURCH |
| JENKINS ROW (EDENS), LLC |
| JENKINS ROW (EDENS), LLC |
| JENKINS ROW (EDENS), LLC |
| JENKINS ROW (EDENS), LLC |
| |
| VISITORS SERVICE CENTER INC |
| SOLID ROCK PERFECTING CHURCH IN THE |
| PILGRIM AME CHURCH |
| PILGRIM AME CHURCH TRUSTEES |
| |
| OWNERNAME |
| UPPER ROOM BAPTIST CHURCH |
| UNITY-PARKSIDE PROPERTY, INC |
| KENILWORTH AVE APARTMENTS LLC |
| 4000 BENNING ROAD LLC |
| FRIENDS OF HOPE INC |
| BIBLE BAPTIST CHURCH |
| EAST FRIENDSHIP BAPTIST CHURCH |
| CHUKWUMA EWELIKE |
| SECOND REFRESHING CHURCH OF GOD IN CHRIST |
| TRS FIRST BAPTIST CHURCH OF DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| ATLANTIS LODGE AMORC |
| ROME BAPTIST CHURCH |
| ROME BAPTIST CHURCH |
| PEACE LUTHERAN CHURCH |
| PEACE LUTHERAN CHURCH TRUSTEES |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| EAST CAPITOL ST CHURCH OF CHRIST |
| HOLY CHURCH ON THE ROCK INC |

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| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDER ASSOCIATES LLC |
| TRUE WAY BIBLE WAY CHURCH |
| NEW ZION BAPTIST CHURCH |
| HOUSE OF RUTH |
| MENTROTONE BAPTIST CHURCH |
| MENTROTONE BAPTIST CHURCH |
| MIRACLE TEMPLE UNDEMONINATED |
| GREATER GOOD SAMARITAN BAPTIST CHURCH |
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| |
| PARTNER ARMS 4 LLC |
| BASS CIRCLE DC LIMITED PARTNERSHIP |
| BASS CIRCLE DC LIMITED PARTNERSHIP |
| BASS CIRCLE DC LIMITED PARTNERSHIP |
| BASS CIRCLE DC LIMITED PARTNERSHIP |
| BASS CIRCLE DC LIMITED PARTNERSHIP |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
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| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| |
| JONES MEMORIAL UNITED METHODIST CHURCH |
| GOD OF A SECOND CHANCE MINISTRY |
| EDGEWOOD BAPTIST CHURCH |
| FAITH UNITED CHURCH OF THE LIVING GOD INC |
| RYAN C TOWNSEND |
| PENNSYLVANIA AVENUE BAPTIST CHURCH |
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| |
| PARK PLACE DC LC |
| PARK PLACE DC LC |
| PARK PLACE DC LC |
| PARK PLACE DC LC |
| PARK PLACE DC LC |
| 2721 PENN AVE PARTNERS LLC |
| COMMUNITY FOUNDATION FOR THE NATIONAL CAPITAL REGION |
| HOUSE OF RUTH INC |
| SAINT TIMOTHY PARISH |
| RALPH BARNETT III |
| |
| THE TRUSTEES OF PENNSYLVANIA AVENUE BAPTIST CHURCH |
| TRUSTEES OF PENNSYLVANIA AVENUE BAPTIST CHURCH |
| |
| OWNERNAME |
| THE HOUSE OF RUTH |
| ALTAMONT PLACE LLC |
| ALLEN CHAPEL AME CHURCH AND TRUTEES |
| |
| ALLEN AME CHURCH |
| |
| ALLEN GARFIELD AME CHURCH |
| AFFORDABLE HOUSING OPPORTUNITIES INC |
| |
| |
| CEDAR TREE ACADEMY PUBLIC CHARTER SCHOOL |
| |
| CS DEVELOPMENT LLC |
| |
| CS DEVELOPMENT LLC |
| UNION TEMPLE BAPTIST CHURCH |
| UNITY HEALTH CARE, INC |
| SOUTHEAST NEIGHBORHOOD HOUSE |
| CEDAR TREE ACADEMY PUBLIC CHARTER SCHOOL |
| |
| MATTHEWS MEMORIAL BAPTIST CHURCH |
| |
| ORGANIZING NEIGHBORHOOD EQUITY |
| BETHLEHEM BAPTIST CHURCH |
| BETHLEHEM BAPTIST CHURCH |
| |
| BETHLEHEM BAPTIST CHURCH TRUSTEES |
| CHR LLC |

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| HOUSE OF RUTH INC |
| PARKSIDE TERRACE DEVELOPMENT LLC |
| EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| COVENANT HOUSE WASHINGTON |
| |
| RESURRECTION BAPTIST CHURCH |
| CONVENTION OF THE PROTESTANT ESPISCOPAL CHURCH OF THE DIOCESE OF WASHI |
| TRINITY PLAZA LLC |
| KIDS KONNECTION INC |
| |
| EARLY CHILDHOOD ACADEMY PUBLIC CHARTER SCHOOL INC |
| ACCESS HOUSING INC (DC) |
| ACCESS HOUSING INC |
| ACCESS HOUSING INC |
| 800 SOUTHERN AVENUE LLC |
| ZAGAMI HOUSE LLC |
| HOUSE OF RUTH INC |
| 1724 MINN AVE PARTNERS LLC |
| BETH SHOLOM CONGREGATION & TALMUD TORAH |
| |
| RIGHTEOUS BRANCH COMMANDMENT CHURCH OF GOD INC |

| SSL | ADDRESS | WARD |
|-----------|------------------------|------|
| 0188 0073 | 1511 V ST NW | 1 |
| 0189 0806 | 1519 U ST NW | 1 |
| 0238 0034 | 1835 14TH ST NW | 1 |
| 0302 0074 | 2201 12TH ST NW | 1 |
| 0441 2012 | 1805 7TH ST NW 100 | 1 |
| 2551 0042 | 2448 18TH ST NW | 1 |
| 2553 0827 | 1862 KALORAMA RD NW | 1 |
| 2567 0090 | 1724 KALORAMA RD NW | 1 |
| 2568 0809 | 1630 CRESCENT PL NW | 1 |
| 2575 0818 | 16TH ST NW | 1 |
| 2575 0846 | 16TH ST NW | 1 |
| 2575 0848 | 16TH ST NW | 1 |
| 2577 0043 | 1500 HARVARD ST NW | 1 |
| 2580 0420 | 2720 ONTARIO RD NW | 1 |
| 2580 0512 | 1747 COLUMBIA RD NW | 1 |
| 2661 0071 | 1428 CHAPIN ST NW | 1 |
| 2661 0153 | 1430 CHAPIN ST NW | 1 |
| 2661 0154 | CHAPIN ST NW | 1 |
| 2662 0871 | 2437 15TH ST NW | 1 |
| 2663 0841 | 1460 EUCLID ST NW | 1 |
| 2668 0826 | 1434 HARVARD ST NW | 1 |
| 2671 0817 | 1501 COLUMBIA RD NW | 1 |
| 2672 0633 | 1419 COLUMBIA RD NW | 1 |
| 2672 0734 | 3045 15TH ST NW | 1 |
| 2672 0820 | 1475 COLUMBIA RD NW | 1 |
| 2672 0875 | 1499 COLUMBIA RD NW | 1 |
| 2672 2033 | 1401 COLUMBIA RD NW C3 | 1 |
| 2677 0628 | 1416 NEWTON ST NW | 1 |
| 2677 0712 | 3400 14TH ST NW | 1 |
| 2831 0051 | 3541 10TH ST NW | 1 |
| 2831 0052 | 3543 10TH ST NW | 1 |
| 2832 0055 | 3548 10TH ST NW | 1 |
| 2836 0126 | 3427 14TH ST NW | 1 |
| 2850 0805 | 1200 IRVING ST NW | 1 |
| 2851 0097 | 3003 11TH ST NW | 1 |
| 2853 0051 | 1236 COLUMBIA RD NW | 1 |
| 2854 0096 | 1371 HARVARD ST NW | 1 |
| 2872 0269 | 0987 FLORIDA AV NW | 1 |
| 2882 0950 | 2473 SHERMAN AV NW | 1 |
| 2882 0952 | SHERMAN AV NW | 1 |
| 2893 0112 | 0788 MORTON ST NW | 1 |
| 3070 0054 | W ST NW | 1 |
| 3070 0055 | 0222 W ST NW | 1 |

| 3070 | 0056 | W ST NW | 1 |
|-------|---------|--------------------------|---|
| 3070 | 0057 | W ST NW | 1 |
| 3070 | 0058 | W ST NW | 1 |
| 3070 | 0059 | 0212 W ST NW | 1 |
| 3070 | 0856 | W ST NW | 1 |
| 3070 | 0865 | W ST NW | 1 |
| 3070 | 0866 | W ST NW | 1 |
| 3070 | 0867 | W ST NW | 1 |
| 3070 | 0868 | W ST NW | 1 |
| | | | |
| SSL | ADDRESS | WARD | |
| 0004N | 0027 | 2626 PENNSYLVANIA AVE NW | 2 |
| 0066 | 0080 | 1600 21ST ST NW | 2 |
| 0077 | 0051 | 837 22ND ST NW | 2 |
| 0080 | 0800 | F ST NW | 2 |
| 0080 | 0811 | 0613 22ND ST NW | 2 |
| 0080 | 0820 | 2142 G ST NW | 2 |
| 0080 | 0822 | 2138 G ST NW | 2 |
| 0080 | 0823 | 2136 G ST NW | 2 |
| 0080 | 0824 | 2140 G ST NW | 2 |
| 0080 | 0825 | 2115 F ST NW | 2 |
| 0080 | 0828 | 2134 G ST NW | 2 |
| 0081 | 0059 | 2144 F ST NW | 2 |
| 0081 | 0846 | 2100 F ST NW | 2 |
| 0101 | 0060 | 2001 H ST NW | 2 |
| 0101 | 0062 | 805 21ST ST NW | 2 |
| 0101 | 0879 | H ST NW | 2 |
| 0102 | 0839 | 2033 G ST NW | 2 |
| 0102 | 0840 | 2001 G ST NW | 2 |
| 0103 | 0001 | 600 20TH ST NW | 2 |
| 0103 | 0033 | 605 21ST ST NW | 2 |
| 0103 | 0034 | 607 21ST ST NW | 2 |
| 0103 | 0035 | 609 21ST ST NW | 2 |
| 0103 | 0040 | 2033 F ST NW | 2 |
| 0103 | 0041 | 2031 F ST NW | 2 |
| 0103 | 0042 | 2021 F ST NW | 2 |
| 0103 | 0044 | 2008 G ST NW | 2 |
| 0103 | 0045 | 2000 G ST NW | 2 |
| 0105 | 0055 | 1850 I ST NW | 2 |
| 0109 | 0030 | 1812 19TH ST NW | 2 |
| 0121 | 0819 | 1925 F ST NW | 2 |
| 0121 | 0820 | 0600 19TH ST NW | 2 |
| 0122 | 0028 | 1922 F ST NW | 2 |
| 0122 | 0029 | 1957 E ST NW | 2 |
| 0140 | 0876 | 1819 L ST NW | 2 |

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|-------|------|--------------------------|---|
| 0141 | 0028 | 1818 H ST NW | 2 |
| 0142 | 0025 | 0601 19TH ST NW | 2 |
| 0159 | 0082 | 1225 CONNECTICUT AV NW | 2 |
| 0168 | 0825 | 0701 18TH ST NW | 2 |
| 0171 | 0814 | 1700 NEW YORK AV | 2 |
| 0171 | 0816 | 1700 NEW YORK AV | 2 |
| 0173S | 0800 | 0201 17TH ST NW | 2 |
| 0180 | 0043 | 1534 16TH ST NW | 2 |
| 0184 | 2006 | 1016 16TH ST NW C-400 | 2 |
| 0194 | 0113 | 1529 16TH ST NW | 2 |
| 0194 | 0114 | 1523 16TH ST NW | 2 |
| 0194 | 0817 | 1521 16TH ST NW | 2 |
| 0197 | 0086 | 1518 M ST NW | 2 |
| 0206 | 0128 | 1819 15TH ST NW | 2 |
| 0207 | 0124 | 1701 15TH ST NW | 2 |
| 0212 | 0849 | 14TH ST NW | 2 |
| 0212 | 0852 | 5 THOMAS CIR NW | 2 |
| 0221 | 0037 | 750 15TH ST NW | 2 |
| 0222 | 0020 | 727 15TH ST NW | 2 |
| 0252 | 0085 | 1300-1350 NEW YORK AV | 2 |
| 0254 | 0842 | 1321 PENNSYLVANIA AVE NW | 2 |
| 0339 | 0031 | 1314 10TH ST NW | 2 |
| 0339 | 0032 | 1312 10TH ST NW | 2 |
| 0339 | 0806 | 1300 10TH ST NW | 2 |
| 0367 | 0023 | 10TH ST NW | 2 |
| 0367 | 0071 | 1323 10TH ST NW | 2 |
| 0367 | 0072 | 10TH ST NW | 2 |
| 0367 | 0811 | 10TH ST NW | 2 |
| 0370 | 0848 | 0901 MASSACHUSETTS AV | 2 |
| 0370 | 0849 | MASSACHUSETTS AV | 2 |
| 0375 | 0836 | 733 10TH ST NW | 2 |
| 0375 | 7000 | 733 10TH ST NW | 2 |
| 0375 | 7001 | 733 10TH ST NW | 2 |
| 0375 | 7002 | 733 10TH ST NW | 2 |
| 0375 | 7012 | 733 10TH ST NW | 2 |
| 0375 | 7013 | 733 10TH ST NW | 2 |
| 0408 | 0825 | PENNSYLVANIA AV NW | 2 |
| 0424 | 0808 | 8TH ST NW | 2 |
| 0424 | 0809 | 8TH ST NW | 2 |
| 0424 | 0810 | 8TH ST NW | 2 |
| 0424 | 0812 | 8TH ST NW | 2 |
| 0424 | 0813 | 8TH ST NW | 2 |
| 0424 | 0817 | 760 N ST NW | 2 |
| 0424 | 0818 | 750 N ST NW | 2 |
| 0424 | 0819 | N ST NW | 2 |

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|-------|------|-----------------------------------|---|
| 5148 | 0800 | 0721 48TH ST NE | 7 |
| 5148 | 0826 | NANNIE HELEN BURROUGHS AVE NE | 7 |
| 5148 | 0828 | 4800 NANNIE HELEN BURROUGHS AV NE | 7 |
| 5148 | 0830 | NANNIE HELEN BURROUGHS AVE NE | 7 |
| 5148 | 7000 | NANNIE HELEN BURROUGHS AVE NE | 7 |
| 5148 | 7001 | NANNIE HELEN BURROUGHS AVE NE | 7 |
| 5152 | 0095 | 930 49TH ST NE | 7 |
| 5157 | 0073 | 4407 LEE ST NE | 7 |
| 5157 | 0074 | 1008 45TH ST NE | 7 |
| 5157 | 0816 | 4408 SHERIFF RD NE | 7 |
| 5157 | 0827 | SHERIFF RD NE | 7 |
| 5157 | 0829 | 45TH PL NE | 7 |
| 5167 | 0040 | 1601 KENILWORTH AVE NE | 7 |
| 5189N | 0013 | 4928 BLAINE ST NE | 7 |
| 5190 | 0806 | 4900 EAST CAPITOL ST NE | 7 |
| 5190 | 0807 | 4902 EAST CAPITOL ST NE | 7 |
| 5190 | 0808 | 4904 EAST CAPITOL ST NE | 7 |
| 5194 | 0826 | 0601 50TH ST NE | 7 |
| 5217 | 0033 | 616 56TH ST NE | 7 |
| 5242 | 0881 | 5201 AMES ST NE | 7 |
| 5266 | 0028 | 6011 DIX ST NE | 7 |
| 5266 | 0029 | 6029 DIX ST NE | 7 |
| 5266 | 0030 | 6031 DIX ST NE | 7 |
| 5266 | 0045 | 6033 DIX ST NE | 7 |
| 5266 | 0054 | 6007 DIX ST NE | 7 |
| 5268 | 0042 | 317 62ND ST NE | 7 |
| 5284 | 0872 | 78 53RD PL SE | 7 |
| 5286 | 0080 | 5073 EAST CAPITOL ST SE | 7 |
| 5293 | 0020 | 5400 CALL PL SE | 7 |
| 5301 | 0031 | 5350 D ST SE | 7 |
| 5308 | 0010 | 5211 A ST SE | 7 |
| 5308 | 0012 | A ST SE | 7 |
| 5313 | 0013 | 5219 CALL PL SE | 7 |
| 5315 | 0036 | 5100 E ST SE | 7 |
| 5339 | 0001 | 5101 FITCH ST SE | 7 |
| 5339 | 0002 | 5121 FITCH ST SE | 7 |
| 5339 | 0003 | 5121 FITCH ST SE | 7 |
| 5339 | 0004 | 5131 FITCH ST SE | 7 |
| 5339 | 0005 | 0601 53RD ST SE | 7 |
| 5340 | 0801 | 5010 SOUTHERN AV SE | 7 |
| 5342 | 0014 | 4921 G ST SE | 7 |
| 5342 | 0015 | 4824 BENNING RD SE | 7 |
| 5342 | 0016 | 4820 BENNING RD SE | 7 |
| 5348 | 0001 | 0032 47TH ST SE | 7 |

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|------|------|-----------------------------------|---|
| 5805 | 0313 | 2300 MARTIN LUTHER KING JR AVE SE | 8 |
| 5822 | 0076 | FRANKFORD ST SE | 8 |
| 5822 | 0077 | FRANKFORD ST SE | 8 |
| 5830 | 0061 | 1619 FRANKFORD ST SE | 8 |
| 5861 | 0089 | 701 HOWARD RD SE | 8 |
| 5867 | 0239 | 2635 MARTIN LUTHER KING JR AVE SE | 8 |
| 5872 | 0129 | 2615 STANTON RD SE | 8 |
| 5872 | 0130 | 2617 STANTON RD SE | 8 |
| 5872 | 0982 | 2625 STANTON RD SE | 8 |
| 5875 | 0034 | JASPER RD SE | 8 |
| 5875 | 0035 | JASPER RD SE | 8 |
| 5875 | 0038 | 2700 - 2714 ROBINSON PL SE | 8 |
| 5875 | 0039 | 2830 - 2832 ROBINSON PL SE | 8 |
| 5875 | 0040 | 2825 - 2827 JASPER RD SE | 8 |
| 5875 | 0041 | 12TH PL SE | 8 |
| 5875 | 0042 | 2835 - 2841 ROBINSON PL SE | 8 |
| 5875 | 0870 | 2841 JASPER RD SE | 8 |
| 5875 | 0925 | ROBINSON PL SE | 8 |
| 5876 | 0941 | 2525 12TH PL SE | 8 |
| 5885 | 0103 | 1455 BRUCE ST SE | 8 |
| 5885 | 0119 | 3211 HENSON RD SE | 8 |
| 5885 | 0120 | 3213 HENSON RD SE | 8 |
| 5885 | 0121 | 3215 HENSON RD SE | 8 |
| 5885 | 0137 | 1426 TOBIAS DR SE | 8 |
| 5885 | 0138 | 1428 TOBIAS DR SE | 8 |
| 5885 | 0141 | 1434 TOBIAS DR SE | 8 |
| 5890 | 0066 | 1508 TUBMAN RD SE | 8 |
| 5890 | 0074 | 3237 STANTON RD SE | 8 |
| 5890 | 0107 | 1512 TOBIAS DR SE | 8 |
| 5890 | 0112 | 1502 TOBIAS DR SE | 8 |
| 5890 | 0113 | 3134 15TH PL SE | 8 |
| 5890 | 0117 | 3142 15TH PL SE | 8 |
| 5890 | 0127 | 3204 15TH PL SE | 8 |
| 5890 | 0131 | 3212 15TH PL SE | 8 |
| 5890 | 0133 | 1500 SHIPPEN LN SE | 8 |
| 5890 | 0141 | 3226 15TH PL SE | 8 |
| 5890 | 0217 | 1520 TANNER CT SE | 8 |
| 5890 | 0219 | 1524 TANNER CT SE | 8 |
| 5890 | 0225 | 3263 STANTON RD SE | 8 |
| 5890 | 0229 | 3255 STANTON RD SE | 8 |
| 5890 | 0248 | 1507 TUBMAN RD SE | 8 |
| 5894 | 0062 | 2017 SAVANNAH TER SE | 8 |
| 5912 | 0819 | 1523 ALABAMA AVE SE | 8 |
| 5915 | 0013 | 3324 13TH ST SE | 8 |
| 5934 | 0014 | 3401 10TH PL SE | 8 |

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| 5934 | 0015 | 3411 10TH PL SE | 8 |
| 5934 | 0801 | 10TH PL SE | 8 |
| 5934 | 0807 | 10TH PL SE | 8 |
| 5973 | 0016 | 3300 - 3368 6TH ST SE | 8 |
| 5978 | 0005 | 3400 MARTIN LUTHER KING JR AVE SE | 8 |
| 5982 | 0045 | 620 MILWAUKEE PL SE | 8 |
| 5982 | 0049 | 2705 MARTIN LUTHER KING JR AVE SE | 8 |
| 5982 | 0815 | 645 MILWAUKEE PL SE | 8 |
| 5982 | 0819 | 0448 LEBaum ST SE | 8 |
| 5984 | 0802 | 0511 MELLON ST SE | 8 |
| 6090 | 0032 | 3624 MARTIN LUTHER KING JR AV SE | 8 |
| 6150 | 2001 | 0021 ATLANTIC ST SW R-1 | 8 |
| 6156 | 0117 | 0601 - 0755 YUMA ST SE | 8 |
| 6156 | 0118 | 0508 - 0770 ATLANTIC ST SE | 8 |
| 6156 | 0119 | 0400 - 0408 ATLANTIC ST SE | 8 |
| 6156 | 0120 | 0500 - 0506 ATLANTIC ST SE | 8 |
| 6157 | 0078 | 4000 - 4022 8TH ST SE | 8 |
| 6157 | 0079 | 0809 - 0815 YUMA ST SE | 8 |
| 6157 | 0080 | ATLANTIC ST SE | 8 |
| 6158 | 0093 | 0808 - 0830 YUMA ST SE | 8 |
| 6158 | 0094 | 3900 - 3922 8TH ST SE | 8 |
| 6158 | 0095 | 0809 - 0815 XENIA ST SE | 8 |
| 6159 | 0124 | 4025 9TH ST SE | 8 |
| 6159 | 0128 | 4301 9TH ST SE | 8 |
| 6160 | 0089 | 820 CHESAPEAKE ST SE | 8 |
| 6160 | 0872 | 0840 CHESAPEAKE ST SE | 8 |
| 6170S | 0035 | 4115 1ST ST SE | 8 |
| 6170S | 0038 | 4101 - 4107 1ST ST SE | 8 |
| 6208 | 0059 | 4363 BARNABY RD SE | 8 |
| 6208 | 0060 | 4373 BARNABY RD SE | 8 |
| 6208 | 0061 | 4386 7TH ST SE | 8 |
| 6208 | 0062 | 4374 7TH ST SE | 8 |
| 6208 | 0063 | 4364 7TH ST SE | 8 |
| 6208 | 0065 | 4263 BARNABY RD SE | 8 |
| 6208 | 0066 | 4273 BARNABY RD SE | 8 |
| 6208 | 0067 | 4283 BARNABY RD SE | 8 |
| 6208 | 0068 | 4282 7TH ST SE | 8 |
| 6208 | 0069 | 4272 7TH ST SE | 8 |
| 6208 | 0809 | 4243 BARNABY RD SE | 8 |
| 6208 | 0810 | 4233 BARNABY RD SE | 8 |
| 6208 | 0811 | 4262 7TH ST SE | 8 |
| 6208 | 0827 | 4252 7TH ST SE | 8 |
| 6208 | 0828 | 4253 BARNABY RD SE | 8 |
| 6208 | 0829 | 4201 - 4237 7TH ST SE | 8 |

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| PAR 02180138 | 1819 MINNESOTA AVE SE | 8 |
| PAR 02280011 | ALABAMA AV SE | 8 |

| OWNERNAME |
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| AUGUSTANA EVANGELICAL LUTHERAN CHURCH |
| FREEDOM BAPTIST CHURCH |
| THE CULTURAL DEVELOPMENT CORPORATION OF THE DISTRICT OF COLUMBIA |
| NATIONAL HISPANIC COUNCIL ON AGING |
| UNITED NEGRO COLLEGE FUND INC |
| JUBILEE HOUSING INC |
| GOOD WILL BAPTIST CHURCH |
| JUBILEE KALORAMA LLC |
| MERIDIAN HOUSE INTERNATIONAL |
| PAN AMERICAN UNION & INTERNATIONAL ORGANIZATION |
| PAN AMERICAN UNION & INTERNATIONAL ORGANIZATION |
| PAN AMERICAN UNION & INTERNATIONAL ORGANIZATION |
| TRS OF ALL SOULS CHURCH OF WASH DC INC |
| JUBILEE HOUSING INC |
| NAI SATURN EASTERN LLC |
| HOPE AND A HOME, INC |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| WASHINGTON PARKS AND PEOPLE |
| JUBILEE EUCLID LLC |
| SALVATION ARMY |
| NATIONAL BAPTIST MEMORIAL CHURCH |
| LATIN AMERICAN YOUTH CENTER INC |
| LATIN AMERICAN YOUTH CENTER |
| COLORADO COLUMBIA LLC |
| IMMANUEL BAPTIST CHURCH |
| LATIN AMERICAN YOUTH CENTER, INC |
| HOPE AND A HOME INC |
| DIW REAL ESTATE HOLDINGS CORP |
| HOPE AND A HOME INC |
| HOPE AND A HOME INC |
| HOPE AND A HOME, INC |
| IGLESIA DEL DIOS VIVO COLUMNA Y APOYO |
| DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| HOPE AND A HOME, INC |
| HOPE AND A HOME INC |
| THE GREATER WASHINGTON URBAN LEAGUE INCORPORATED |
| HOWARD UNIVERSITY (LAND ONLY) |
| HOWARD UNIVERSITY (LAND ONLY) |
| HOWARD UNIVERSITY (LAND ONLY) |
| SALVATION ARMY |
| WILLISTON PRESERVATION LLC |
| WILLISTON PRESERVATION LLC |

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| WILLISTON PRESERVATION LLC |
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| OWNERNAME |
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| SALVATION ARMY |
| THE PHILLIPS COLLECTION |
| GEORGE WASHINGTON UNIVERSITY |
| GEORGE WASHINGTON UNIVERSITY |
| GEORGE WASHINGTON UNIVERSITY |
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| GEORGE WASHINGTON UNIVERSITY |
| THE GEORGE WASHINGTON UNIVERSITY |
| THE GEORGE WASHINGTON UNIVERSITY |
| INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT |
| HERITAGE PROPERTIES INTERNATIONAL |
| GEORGE WASHINGTON UNIVERSITY |
| INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT |
| THE GEORGE WASHINGTON UNIVERSITY |
| THE GEORGE WASHINGTON UNIVERSITY |
| SASAKAWA PEACE FOUNDATION USA INC |

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|---|
| CONVENTION CENTER BOARD OF DIRECTORS |
| WASHINGTON CONVENTION CENTER AUTHORITY |
| LANSBURGH THEATER INC |
| WASHINGTON CHINATOWN DEVELOPMENT COMPANY |
| HARMAN CENTER LLC |
| NATIONAL COUNCIL NEGRO WOMEN INC |
| THE FREEDOM FORUM INC |
| POTOMAC BOAT CLUB DC |
| FIFTH CHURCH OF CHRIST SCIENTIST |
| AGED WOMEN'S HOME GEORGETOWN |
| JUNIOR LEAGUE CITY OF WASH INC |
| ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| GEORGETOWN UNIVERSITY |
| TRUSTEES FOR HARVARD UNIVERSITY |
| TRUSTEES FOR HARVARD UNIVERSITY |
| TRUSTEES FOR HARVARD UNIVERSITY |
| TRUSTEES FOR HARVARD UNIVERSITY |
| PRESIDENT & DIRECTORS OF GEORGETOWN UNIVERSITY |
| PRESIDENT & DIRECTORS OF GEORGETOWN UNIVERSITY |
| PRESIDENT & DIRECTORS OF GEORGETOWN |
| PRESIDENT & DIRECTORS OF GEORGETOWN |
| TRUSTEES FOR HARVARD UNIVERSITY |
| TRUSTEES FOR HARVARD UNIVERSITY |
| EUROPEAN COAL AND STEEL COMMUNITY |
| FRIENDS MEETING OF WASHINGTON |
| NATIONAL TRUST FOR HISTORIC PRESERVATION U S |
| LUBAVITCH CENTER OF WASHINGTON |
| |
| OWNERNAME |
| DAVID LLOYD KREEGER FOUNDATION |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| GEORGETOWN FAMILY CENTER INC |
| THE GEORGE WASHINGTON UNIVERSITY |
| ORGANIZATION OF AMERICAN STATES (OAS) - GENERAL SECRETARIAT |
| ORGANIZATION OF AMERICAN STATES (OAS) - GENERAL SECRETARIAT |

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| ORGANIZATION OF AMERICAN STATES (OAS) - GENERAL SECRETARIAT |
| ORGANIZATION OF AMERICAN STATES (OAS) - GENERAL SECRETARIAT |
| SCIENCE OF SPIRITUALITY INC |
| INSTITUTE OF SPIRITUAL DEVELOPMNT |
| TEMPLE BAPTIST CHURCH |
| FRIENDSHIP CHILDREN'S CENTER, INC |
| ANNE FRANK HOUSE INC |
| EN AGAPE INC |
| CHURCH OF JESUS CHRIST |
| ST PAUL'S ENGLISH LUTHERAN CHURCH |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| FHF I WOODLEY PARK LLC |
| SAINT GERMAIN FOUNDATION |
| |
| OWNERNAME |
| CARNEGIE INSTITUTION OF WASHINGTON |
| WASHINGTON SEVENTH DAY BAPTIST CHURCH |
| NIPPONZAN MYOHOJI |
| LA CEIBA |
| SAMARITAN MINISTRY OF GREATER WASHINGTON |
| COLORADO COLUMBIA LLC |
| SIXTH PRESBYTERIAN CHURCH |
| IGLESIA EVANGELICA APOSTOLES Y PROFETAS E F 2:20 |
| THE EPARCHY OF SAINT MARON OF BROOKLYN |
| LOWELL SCHOOL INC |
| LOWELL SCHOOL INC |
| FELLOWSHIP BAPTIST CHURCH INC |
| CORNERSTONE COMMUNITY DC INC. |
| SENIOR CITIZENS HOUSING DEVELOPMENT CORPORATION |
| N B C USA HOUSING INC TWENTY FOUR |
| N B C - USA HOUSING INC TWENTY-SEVEN |
| LOUIS BLAND TR |
| 113 POTOMAC AVE SW LP |
| SAINT CHARLES BAPTIST CHURCH |
| TRANSITIONAL HOUSING CORPORATION |
| ABRAMS HALL SENIOR LP |
| ABRAMS HALL SENIOR LP |
| ABRAMS HALL SENIOR LP |
| NORTHMINSTER PRESBYTERIAN CHURCH |
| NATIONAL CHILDRENS CENTER INC |

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| NEW BETHEL CHURCH TRUSTEES |
| LAKEW GETACHEW |
| TEMPLE OF TRUTH COMMUNITY BAPTIST CHURCH |
| SAINT ANDREW'S PARISH |
| AIKIDO SHOBUKAN DOJO |
| OROMO COMMUNITY ORGANIZATION |
| GETHSEMANE BAPTIST CHURCH OF WASHINGTON DC |
| SCOTT P WALDMAN |
| NATIONAL CHILDRENS CENTER INC |
| NATIONAL CHILDRENS CENTER INC |
| RIGGS PARK BAPTIST CHURCH |
| WASHINGTON CHRISTIAN ASSEMBLY INC |
| CHURCH CHRISTIAN REFORMED WASHINGTON |
| CHURCH CHRISTIAN REFORMED WASHINGTON |
| FAITH MORAVIAN CHURCH OF THE NATIONS CAPITAL |
| CELESTIAL CHURCH OF CHRIST INC |
| |
| OWNERNAME |
| MT SINAI BAPTIST CHURCH OF DC |
| FRIENDSHIP PUBLIC CHARTER SCHOOL INC |
| OPEN ARMS HOUSING INC |
| METROPOLITAN WESLEY AME ZION CHURCH |
| GD ACQUISITION LLC |
| CRISPUS ATTUCKS DEVELOPMENT CORPORATION |
| PROSPECT HILL CEMETERY |
| J REESE EUROPE POST #5 OF WASHINGTON DC |
| FRANKLIN P NASH METHODIST CHURCH |
| VERADERA FE BAPTIST CHURCH INC |
| GREATER VICTORY BAPTIST CHURCH |
| HOUSE OF RUTH INC |
| JAMES MEMORIAL BAPTIST CHURCH |
| RAP INC |
| KNIGHTS OF COLUMBUS FAMILY LIFE BUREAU, INC |
| DOMINION CHURCH OF WASHINGTON DC |
| DOMINION CHURCH OF WASHINGTON DC |
| ISRAEL SENIOR RESIDENCES LLC |
| NEW LIFE ISRAEL INC |
| OLD WAY BAPTIST CHURCH |
| BENEDICTINE FOUNDATION |
| CRUSADERS OF MARY |
| BROOKLAND UNION BAPTIST CHURCH |
| MARY'S MISSIONARY BAPTIST CHURCH INCOPORATED |
| TRUSTEES OF TRINITY BAPTIST CHURCH |
| BETHESDA BAPTIST CHURCH |
| DELTA SENIOR HOUSING OWNER LLC |

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| NEW ENDEAVORS BY WOMAN |
| NEW SAMARITAN BAPTIST CHURCH |
| NEW SAMARITAN BAPTIST CHURCH |
| ACADEMY OF HOPE ADULT PUBLIC CHARTER SCHOOL |
| GENERAL ASSEMBLY OF THE CHRISTIAN CHURCH |
| PLEASANT GROVE BAPTIST CHURCH |
| MEKANE HIWOT MEDHANE ALEM ETHIOPIAN ORTHODOX TEWAHEDO CHURCH |
| MEKANE HIWOT MEDHANE ALEM ETHIOPIAN ORTHODOX TEWAHEDO CHURCH |
| SALVATION ARMY |
| TRUSTEES OF SECOND NEW SAINT PAUL'S BAPTIST CHURCH |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| THE LANGDON APARTMENTS AFFORDABLE COMPANY LLC |
| PHILADELPHIA BALTIMORE & WASHINGTON RAILROAD COMP |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| HOWARD UNIVERSITY (LAND ONLY) |
| HOWARD UNIVERSITY (LAND ONLY) |
| HOWARD UNIVERSITY (LAND ONLY) |
| EVANGELICAL LUTHERAN CHURCH OF OUR REDEEMER |
| EVANGELICAL LUTHERAN CHURCH OF OUR REDEEMER |
| |
| OWNERNAME |
| AFFORDABLE HOUSING CORPORATION OF THE DISTRICT OF COLUMBIA |
| PHYLLIS WHEATLEY REDEVELOPMENT LLC |
| LINCOLN WESTMORELAND PHASE II LP |
| JMP APARTMENTS LLC |
| DISABLED AMERICAN VETERANS |
| NEW COMMUNITY AFTER SCHOOL & ADVOCACY PROGRAM |
| BISHOP S C MADISON TRUSTEE |
| BISHOP S C MADISON TRUSTEE |
| SAINT DOMINIC'S CATHOLIC CHURCH |
| VESTRY OF SAINT AUGUSTINE'S PARISH |
| GD ACQUISITION LLC |
| SECOND NW COOPERATIVE HME |
| WASHINGTON DC CENTRAL CONGREGATION OF JEHOVAH'S WITNESSES INC |
| DISTRICT OF COLUMBIA |
| NATIONAL CITY CHRISTIAN CHURCH CORP |
| NATIONAL CITY CHRISTIAN CHURCH CORP |
| ALAN D CARSWELL TRUSTEE |
| GOLDEN RULE PLAZA INC |

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| PLAZA WEST LLC |
| CHRIST UNITED METHODIST CHURCH |
| SECOND UNION BAPTIST CHURCH |
| JV MPDC LLC |
| COVENANT HOUSE WASHINGTON DC |
| CAPITOL HOUSING PARTNERS LLC |
| CAPITOL HOUSING PARTNERS LLC |
| CAPITOL HOUSING PARTNERS LLC |
| CAPITOL HILL DAY SCHOOL |
| CAPITOL HILL DAY SCHOOL |
| FC 1212 LLC |
| WASHINGTON CITY CHURCH@ BRETHREN INC/TRS |
| CAPITOL HILL BAPTIST CHURCH |
| WORLD MISSION SOCIETY, INC, CHURCH OF GOD |
| SEXUAL MINORITY YOUTH ASSISTANCE LEAGUE |
| COALITION FOR CHRISTIAN COLLEGES & UNIVERSITIES |
| COALITION FOR CHRISTIAN COLLEGES & UNIVERSITIES |
| FULL GOSPEL TABERNACLE CHURCH INC |
| FULL GOSPEL TABERNACLE CHURCH INC |
| FULL GOSPEL TABERNACLE CHURCH INC |
| APPLETREE INSTITUTE FOR EDUCATION INNOVATION INC |
| PURITY BAPTIST CHURCH |
| PURITY BAPTIST CHURCH |
| BROWN MEMORIAL AME CHURCH TRUSTEES |
| CAPITOL HILL GROUP MINISTRY INCORPORATED |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| VISITORS SERVICE CENTER INC |
| HOLY COMFORTER-ST CYPRIAN COMMUNITY ACTION GROUP |
| CAPITOL HILL COMMUNITY GARDEN LAND TRUST |
| PILGRIM AME CHURCH |
| PILGRIM AME CHURCH TRUSTEES |
| |
| OWNERNAME |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| FRIENDSHIP PUBLIC CHARTER SCHOOL |
| UPPER ROOM BAPTIST CHURCH |
| 4000 BENNING ROAD LLC |
| THE FIRST BAPTIST CHURCH OF DEANWOOD |
| FIRST BAPT CHURCH DEANWOOD DAYCARE CNTR |
| FIRST BAPTIST CHURCH OF DEANWOOD DC |
| FIRST BAPT CHURCH DEANWOOD DAYCARE CNTR |
| BIBLE BAPTIST CHURCH |
| VICTOR PRAISE CHURCH OF GOD |
| EAST FRIENDSHIP BAPTIST CHURCH |

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| CHUKWUMA EWELIKE |
| 4800 NHB LP |
| 4800 NHB LP |
| 4800 NHB LP |
| 4800 NHB LP |
| 4800 NHB LP |
| MISSIONARY NEW BIRTH BAPTIST CHURCH |
| SECOND REFRESHING CHURCH OF GOD IN CHRIST |
| TRS FIRST BAPTIST CHURCH OF DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| FIRST BAPTIST CHURCH DEANWOOD |
| PRICE-ANDERSON POST NO 341 VETERANS OF FOREIGN WAR OF THE UNITE STA |
| NEW BEGINNING EVANGELIST CHURCH OF CHRIST INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| PROGRESSIVE NATIONAL BAPTIST CONVENTION INC |
| RIGHTEOUS CHURCH OF GOD AND TRUTH ASSOCIATION |
| CAPITAL VIEW BAPTIST CHURCH |
| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDEN ASSOCIATES LLC |
| BOLDER ASSOCIATES LLC |
| TRUE WAY BIBLE WAY CHURCH |
| PARISH OF THE EPISCOPAL CHURCH OF THE ATONEMENT |
| PARISH OF THE EPISCOPAL CHURCH OF THE ATONEMENT |
| NEW ZION BAPTIST CHURCH |
| HOUSE OF RUTH |
| APOSTOLIC FAITH CHURCH |
| APOSTOLIC FAITH CHURCH |
| MIRACLE TEMPLE UNDEMONINATED |
| GREATER GOOD SAMARITAN BAPTIST CHURCH |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| PARTNER ARMS 4 LLC |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| BENNING PARK NEIGHBORHOOD CORPORATION |
| THE CARVER 2000 TENANTS ASSOCIATION INC |

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| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| THE CARVER 2000 TENANTS ASSOCIATION INC |
| JONES MEMORIAL UNITED METHODIST CHURCH |
| GOD OF A SECOND CHANCE MINISTRY |
| MILESTONE EAST CAPITOL 2 LLC |
| MILESTONE EAST CAPITOL 3 LLC |
| MILESTONE EAST CAPITOL 4 LLC |
| MILESTONE EAST CAPITOL 5 LLC |
| EDGEWOOD BAPTIST CHURCH |
| PENNSYLVANIA AVENUE BAPTIST CHURCH |
| HOUSE OF RUTH INC |
| CHRISTIAN PRAISE CHURCH INC |
| CHRISTIAN PRAISE CHURCH INC |
| TRUSTEES OF PENNSYLVANIA AVENUE BAPTIST CHURCH |
| |
| OWNERNAME |
| GALILEE BAPTIST CHURCH |
| THE HOUSE OF RUTH |
| NAYLOR ROAD LLC |
| WOODMONT CROSSING INVESTOR LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
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| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| BEECHWOOD AINGER PLACE LLC |
| EMMANUEL BAPTIST CHURCH |
| HARVEST ASSEMBLY |
| AGAPE 1 CHURCH OF CHRIST INC |
| CEDAR TREE ACADEMY PUBLIC CHARTER SCHOOL |
| THE CLARA ON MARTIN LUTHER KING JR AVENUE LLC |
| NEW COVENANT BAPTIST CHURCH |
| HISTORIC 1220 MAPLE VIEW PLACE SE LLC |
| SOUTHEAST NEIGHBORHOOD HOUSE |

HOUSE OF RUTH INC

BETH SHOLOM CONGREGATION & TALMUD TORAH

| SSL | ADDRESS | WARD | OWNERNAME |
|------------|-----------------------------|------|--|
| 0188 0073 | 1511 V ST NW | 1 | AUGUSTANA EVANGELICAL LUTHERAN CHURCH |
| 0302 0074 | 2201 12TH ST NW | 1 | NATIONAL HISPANIC COUNCIL ON AGING |
| 2551 0042 | 2448 18TH ST NW | 1 | JUBILEE HOUSING INC |
| 2580 0420 | 2720 ONTARIO RD NW | 1 | JUBILEE HOUSING INC |
| 2661 0153 | 1430 CHAPIN ST NW | 1 | DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| 2661 0154 | CHAPIN ST NW | 1 | DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| 2671 0817 | 1501 COLUMBIA RD NW | 1 | NATIONAL BAPTIST MEMORIAL CHURCH |
| 2672 0633 | 1419 COLUMBIA RD NW | 1 | LATIN AMERICAN YOUTH CENTER INC |
| 2672 0875 | 1499 COLUMBIA RD NW | 1 | IMMANUEL BAPTIST CHURCH |
| 2672 2033 | 1401 COLUMBIA RD NW C3 | 1 | LATIN AMERICAN YOUTH CENTER, INC |
| 2677 0712 | 3400 14TH ST NW | 1 | DIW REAL ESTATE HOLDINGS CORP |
| 2836 0126 | 3427 14TH ST NW | 1 | IGLESIA DEL DIOS VIVO COLUMNA Y APOYO |
| 2850 0805 | 1200 IRVING ST NW | 1 | DEVELOPMENT CORPORATION COLUMBIA HEIGHTS |
| SSL | ADDRESS | WARD | OWNERNAME |
| 0004N 0027 | 2626 PENNSYLVANIA AVE NW | 2 | SALVATION ARMY |
| 0140 0876 | 1819 L ST NW | 2 | SASAKAWA PEACE FOUNDATION USA INC |
| 0212 0849 | 14TH ST NW | 2 | NATIONAL CITY CHRISTIAN CHURCH |
| 0212 0852 | 5 THOMAS CIR NW | 2 | NATIONAL CITY CHRISTIAN CHURCH CORP INC |
| 0460 0810 | 0633 PENNSYLVANIA AV NW | 2 | NATIONAL COUNCIL NEGRO WOMEN INC |
| 0491 2001 | 555 PENNSYLVANIA AVE NW C-1 | 2 | THE FREEDOM FORUM INC |
| 1208 0874 | 1255 WISCONSIN AV NW | 2 | AGED WOMEN'S HOME GEORGETOWN |
| 1209 0045 | 3037 - 3041 M ST NW | 2 | JUNIOR LEAGUE CITY OF WASH INC |
| 1231 0144 | 3240 O ST NW | 2 | ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| 1231 0145 | 3238 O ST NW | 2 | ST. JOHN'S CHURCH, GEORGETOWN PARRISH |
| 2517 0037 | 2340 S ST NW | 2 | NATIONAL TRUST FOR HISTORIC PRESERVATION U S |
| 2531 0029 | 2110 LEROY PL NW | 2 | LUBAVITCH CENTER OF WASHINGTON |
| SSL | ADDRESS | WARD | OWNERNAME |
| 1444 0048 | 5419 SHERIER PL NW | 3 | INSTITUTE OF SPIRITUAL DEVELOPMNT |
| 1663 0809 | 5411 WESTERN AVE NW | 3 | FRIENDSHIP CHILDREN'S CENTER, INC |
| 1730 0807 | 4100 RIVER RD NW | 3 | THE CITY CHURCH DC |
| 1816 0824 | 3855 MASSACHUSETTS AV NW | 3 | EMBASSY CHURCH |
| 1938 0813 | 3524 MASSACHUSETTS AV NW | 3 | CHURCH OF JESUS CHRIST |
| SSL | ADDRESS | WARD | OWNERNAME |
| 2655 0804 | 4900 16TH ST NW | 4 | NIPPONZAN MYOHOJI |
| 2798 0063 | 5605 COLORADO AVE NW | 4 | FELLOWSHIP BAPTIST CHURCH INC |
| 2808 0068 | 4800 ARKANSAS AVE NW | 4 | CORNERSTONE COMMUNITY DC INC. |
| 2820 0003 | 4202 13TH ST NW | 4 | N B C USA HOUSING INC TWENTY FOUR |
| 2820 0004 | 1301 UPSHUR ST NW | 4 | N B C - USA HOUSING INC TWENTY-SEVEN |
| 2826 0099 | 1371 SPRING RD NW | 4 | LOUIS BLAND TR |
| 2914 0023 | 4324 GEORGIA AVE NW | 4 | THE FIRST HIJRAH FOUNDATION (FHF) INC |
| 2917 0082 | 4410 GEORGIA AVE NW | 4 | SAINT CHARLES BAPTIST CHURCH |
| 2918 0805 | 4506 GEORGIA AV NW | 4 | TRANSITIONAL HOUSING CORPORATION |
| 2958 0806 | 7708 ALASKA AV NW | 4 | NORTHMINSTER PRESBYTERIAN CHURCH |
| 2975 0012 | 6440 PINEY BRANCH RD NW | 4 | NEW BETHEL CHURCH TRUSTEES |
| 3158 0059 | 701 OGLETHORPE ST NW | 4 | SAINT ANDREW'S PARISH |
| 3287 0808 | 6212 3RD ST NW | 4 | OROMO COMMUNITY ORGANIZATION |
| 3391 0805 | 0102 KENNEDY ST NW | 4 | FAITH MISSION TEMPLE |
| 3714 0119 | 5911 NEW HAMPSHIRE AVE NE | 4 | CHURCH CHRISTIAN REFORMED WASHINGTON |
| 3714 0120 | 207 ONEIDA ST NE | 4 | CHURCH CHRISTIAN REFORMED WASHINGTON |
| 3741 0809 | 0405 RIGGS RD NE | 4 | FAITH MORAVIAN CHURCH OF THE NATIONS CAPITAL |

| SSL | ADDRESS | WARD | OWNERNAME |
|--------------|--------------------------------|------|---|
| 3615 0051 | 1959 4TH ST NE | 5 | RAP INC |
| 3971 0802 | 1335 MICHIGAN AVE NE | 5 | OLD WAY BAPTIST CHURCH |
| 4166 0017 | 1600 TAYLOR ST NE | 5 | GENERAL ASSEMBLY OF THE CHRISTIAN CHURCH |
| 4208 0831 | 1800 HAMLIN ST NE | 5 | PLEASANT GROVE BAPTIST CHURCH |
| 4286 0020 | 2412 FRANKLIN ST NE | 5 | TRUSTEES OF SECOND NEW SAINT PAUL'S BAPTIST CHURCH |
| PAR 01220005 | HAREWOOD RD NE | 5 | MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| PAR 01220006 | 3885 HAREWOOD RD NE | 5 | MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| PAR 01220071 | HAREWOOD RD NE | 5 | MARIAN FATHERS OF THE IMMACULATE CONCEPTION |
| SSL | ADDRESS | WARD | OWNERNAME |
| 0364 0151 | 901 RHODE ISLAND AVE NW | 6 | PHYLLIS WHEATLEY REDEVELOPMENT LLC |
| 0448 0103 | 623 M ST NW | 6 | BISHOP S C MADISON TRUSTEE |
| 0468 0053 | 617 I ST SW | 6 | VESTRY OF SAINT AUGUSTINE'S PARISH |
| 0482 0074 | 502 M ST NW | 6 | GD ACQUISITION LLC |
| 0512 0111 | 1301 - 1339 5TH ST NW | 6 | SECOND NW COOPERATIVE HME |
| 0513 0953 | 1237 5TH ST NW | 6 | WASHINGTON DC CENTRAL CONGREGATION OF JEHOVAH'S WITNESSES INC |
| 05165 0027 | 0459 MASSACHUSETTS AV NW | 6 | NATIONAL CITY CHRISTIAN CHURCH CORP |
| 05165 0028 | 454 I ST NW | 6 | NATIONAL CITY CHRISTIAN CHURCH CORP |
| 0525 0840 | 1050 NEW JERSEY AV | 6 | GOLDEN RULE PLAZA INC |
| 0542 0082 | 0900 4TH ST SW | 6 | CHRIST UNITED METHODIST CHURCH |
| 0621 0248 | 0043 K ST NW | 6 | SEVERNA PHASE II LLC |
| 0671 0014 | 7 NEW YORK AVE NE | 6 | COVENANT HOUSE WASHINGTON DC |
| 0902 0815 | 0408 7TH ST SE | 6 | SEXUAL MINORITY YOUTH ASSISTANCE LEAGUE |
| 1059 0098 | 1422 MASSACHUSETTS AVE SE | 6 | VISITORS SERVICE CENTER INC |
| 4540 0049 | 1673 ROSEDALE ST NE | 6 | PILGRIM AME CHURCH |
| 4540 0289 | 612 17TH ST NE | 6 | PILGRIM AME CHURCH TRUSTEES |
| SSL | ADDRESS | WARD | OWNERNAME |
| 5048 0014 | 60 BURNS ST NE | 7 | UPPER ROOM BAPTIST CHURCH |
| 5081 0052 | 4000 - 3962 BENNING RD NE | 7 | 4000 BENNING ROAD LLC |
| 5127 0108 | 4421 JAY ST NE | 7 | BIBLE BAPTIST CHURCH |
| 5136 0060 | 4401 BROOKS ST NE | 7 | EAST FRIENDSHIP BAPTIST CHURCH |
| 5157 0073 | 4407 LEE ST NE | 7 | SECOND REFRESHING CHURCH OF GOD IN CHRIST |
| 5157 0074 | 1008 45TH ST NE | 7 | TRS FIRST BAPTIST CHURCH OF DEANWOOD |
| 5157 0816 | 4408 SHERIFF RD NE | 7 | FIRST BAPTIST CHURCH DEANWOOD |
| 5157 0827 | SHERIFF RD NE | 7 | FIRST BAPTIST CHURCH DEANWOOD |
| 5157 0829 | 45TH PL NE | 7 | FIRST BAPTIST CHURCH DEANWOOD |
| 5190 0806 | 4900 EAST CAPITOL ST NE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5190 0807 | 4902 EAST CAPITOL ST NE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5190 0808 | 4904 EAST CAPITOL ST NE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5268 0042 | 317 62ND ST NE | 7 | TRUE WAY BIBLE WAY CHURCH |
| 5293 0020 | 5400 CALL PL SE | 7 | NEW ZION BAPTIST CHURCH |
| 5313 0013 | 5219 CALL PL SE | 7 | MIRACLE TEMPLE UNDEMONINATED |
| 5315 0036 | 5100 E ST SE | 7 | GREATER GOOD SAMARITAN BAPTIST CHURCH |
| 5340 0801 | 5010 SOUTHERN AV SE | 7 | PARTNER ARMS 4 LLC |
| 5348 0001 | 0032 47TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0002 | 0022 - 0030 47TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0003 | 0012 - 0020 47TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0004 | 0004 - 0010 47TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0005 | 0005 47TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0006 | 4805 - 4811 EAST CAPITOL ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0007 | 4813 - 4819 EAST CAPITOL ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5348 0008 | 0001 - 0011 49TH ST SE | 7 | THE CARVER 2000 TENANTS ASSOCIATION INC |
| 5359 0306 | 4625 G ST SE | 7 | JONES MEMORIAL UNITED METHODIST CHURCH |
| 5365 0153 | 4411 BOWEN RD SE | 7 | GOD OF A SECOND CHANCE MINISTRY |
| 5426 0032 | 3408 C ST SE | 7 | EDGEWOOD BAPTIST CHURCH |
| 5545 0013 | 3000 PENNSYLVANIA AVE SE | 7 | PENNSYLVANIA AVENUE BAPTIST CHURCH |
| PAR 02060122 | SE | 7 | TRUSTEES OF PENNSYLVANIA AVENUE BAPTIST CHURCH |

| SSL | ADDRESS | WARD | OWNERNAME |
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| 5789 0808 | 2405 - 2407 MARTIN LUTHER KING JR AV SE | 8 | CEDAR TREE ACADEMY PUBLIC CHARTER SCHOOL |
| 5802 0808 | 2263 MOUNT VIEW PL SE | 8 | SOUTHEAST NEIGHBORHOOD HOUSE |
| 5861 0089 | 701 HOWARD RD SE | 8 | CEDAR TREE ACADEMY PUBLIC CHARTER SCHOOL |
| 5934 0014 | 3401 10TH PL SE | 8 | EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| 5934 0015 | 3411 10TH PL SE | 8 | EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| 5934 0801 | 10TH PL SE | 8 | EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| 5934 0807 | 10TH PL SE | 8 | EAGLE ACADEMY PUBLIC CHARTER SCHOOL |
| 5984 0802 | 0511 MELLON ST SE | 8 | COVENANT HOUSE WASHINGTON |
| 6090 0032 | 3624 MARTIN LUTHER KING JR AV SE | 8 | CONVENTION OF THE PROTESTANT ESPISCOPAL CHURCH OF THE DIOCESE OF WASHI |
| 6150 2001 | 0021 ATLANTIC ST SW R-1 | 8 | TRINITY PLAZA LLC |
| 6159 0128 | 4301 9TH ST SE | 8 | ACCESS HOUSING INC (DC) |
| 6160 0089 | 820 CHESAPEAKE ST SE | 8 | ACCESS HOUSING INC |
| 6160 0872 | 0840 CHESAPEAKE ST SE | 8 | ACCESS HOUSING INC |
| PAR 02280011 | ALABAMA AV SE | 8 | BETH SHOLOM CONGREGATION & TALMUD TORAH |

By Age:

The number of returns with a Schedule H in TY 2017 and TY 2018 by Age:

TY 2017

| Age | Count | Property Tax Credit Claim |
|--------------------------------|--------------|----------------------------------|
| No DOB | 90 | \$74,948.00 |
| 21 and younger | 14 | \$9,294.00 |
| 22 – 39 | 16,964 | \$13,791,768.00 |
| 40 – 49 | 4,228 | \$3,619,899.00 |
| 50 – 69 | 7,346 | \$6,124,803.92 |
| 70 and older | 5,534 | \$4,382,066.00 |
| Source: OCFO/OTR:TY2017 | | |

TY 2018

| Age | Count | Property Tax Credit Claim |
|--------------------------------|--------------|----------------------------------|
| No DOB | 33 | \$26,348.00 |
| 21 and younger | 46 | \$35,752.00 |
| 22 – 39 | 16,817 | \$13,916,650.00 |
| 40 – 49 | 4,141 | \$3,623,236.00 |
| 50 – 69 | 7,451 | \$6,336,480.00 |
| 70 and older | 5,437 | \$4,342,173.00 |
| Source: OCFO/OTR:TY2017 | | |

*All statistics reflect claims filed by taxpayers, not monies actually paid by OTR.

DISTRICT OF COLUMBIA**Debt Statement**

As of September 30, 2019

| | <u>Amount Outstanding</u> <u>(\$000)</u> |
|---|---|
| <u>General Obligation Bonds</u> | |
| 1 Outstanding at 09-30-19 | \$ 5,611,815 |
| <u>Income Tax Secured Revenue Bonds</u> | |
| 2 Outstanding at 09-30-2019 | \$ 3,657,225 |
| <u>Bond Anticipation Notes</u> | |
| 3 Outstanding at 09-30-2019 | \$ 335,000 |
| <u>TIF and PILOT Debt</u> ^[1] | |
| 4 Gallery Place | \$ 38,210 |
| 5 Mandarin Oriental Hotel | 8,682 |
| 6 Great Streets (Georgia Avenue) | 3,008 |
| 7 Rhode Island Metro Plaza PILOT | 2,193 |
| 8 DOT PILOT (issued by AWC) | 28,945 |
| 9 Southeast Federal Center (Foundry Lofts) PILOT | 4,706 |
| 10 Forever 21 | 847 |
| 11 O Street TIF | 37,330 |
| 12 Skyland | 17,400 |
| 13 Southeast Federal Center (The Yards) PILOT | 17,431 |
| 14 Southwest Waterfront (The Wharf) Phase I & II | 152,302 |
| Subtotal TIFs and PILOTs | \$ 311,053 |
| <u>Other Tax-Supported Debt</u> | |
| 15 Ballpark Revenue Bonds ^[2] | \$ 230,165 |
| 16 Verizon Center Note | 48,685 |
| 17 Housing Production Trust Fund - Deed Tax Revenue Bonds | 104,400 |
| 18 Qualified Zone Academy Bonds (QZAB) | 2,012 |
| Subtotal Other Tax-Supported Debt | \$ 385,262 |
| <u>Other Debt</u> | |
| 19 Washington Convention and Sports Authority (Events DC) | \$ 481,135 |
| 20 Master Equipment Lease Program | 4,438 |
| Subtotal Other Debt | \$ 485,573 |
| Total Tax and Fee-Supported District Debt (Included in Debt Cap) | \$ 10,785,928 |
| <u>Other Debt Not Included in Tax and Fee-Supported Debt (Not Included in Debt Cap):</u> | |
| 21 Tobacco Settlement Asset-Backed Bonds | \$ 538,644 |
| 22 Federal Highway Grant Anticipation Revenue Bonds | \$ 74,715 |
| Total Direct Debt | \$ 11,399,287 |

IT Series 2019A/B/ C Par

Total Tax & Fee-Supportad District Debt after IT Series 2019A/B/C Issuance

Total IT Outstanding after Series 2019A Issuance