

Office of the Chief Financial Officer

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Description	FY 2004 Actual	FY 2005 Approved	FY 2006 Proposed	% Change from FY 2004
Operating Budget	\$95,828,026	\$107,053,655	\$123,542,252	15.4
FTEs	852.0	965.0	999.0	3.5
Resident Dividends	0.0	0.0	\$900,000	0.0

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

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

- Ensure that District spending remains within approved budgets and/or available revenues for the fiscal year so that no spending deficits occur.
- Maintain adequate cash balances, minimize receivables balances, increase the tax base and other income sources, limit new debt to 15 percent of outstanding debt, and remain within a maximum debt service ratio of 12 percent of local revenues to improve the District's bond rating and lower the cost of borrowed capital.
- Transition the District's budget and financial plan entirely to Performance-Based Budgeting.
- Improve tax compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by revenues from research referrals.
- Improve customer service by:
 - Increasing the number of taxpayers filing electronically.
 - Reducing customer wait time in telephone and walk-in centers.
 - Improving customer access levels in the phone center, as measured by the rate of abandoned calls.
- Develop and implement a plan by program area and provide analysis to support the District's efforts to redress the structural imbalance.
 - Measure 1: Plans developed in each program area.
 - Measure 2: Actions from plans implemented.
 - Measure 3: Dollar received as a result of implemented action items.
- Develop and support financial systems (budget, payroll, CFO\$ource, SOAR, ITS, EIS) that provide accurate and timely information.
 - Measure 1: Reliability - System up time of 99.9 percent
 - Measure 2: Accuracy - Data/reports tie to SOAR 100 percent of the time.
 - Measure 3: Timeliness - Up-to-date reports available within 24 hours of transaction taking place.

Funding by Source

Tables AT0-1 and 2 show the sources of funding and FTEs by fund type for the Office of the Chief Financial Officer.

Table AT0-1

FY 2006 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2003	Actual FY 2004	Approved FY 2005	Proposed FY 2006	Change from FY 2005	Percent Change
General Fund						
Local Fund	74,099	75,524	93,211	104,369	11,158	12.0
Special Purpose Revenue Funds	5,822	9,578	9,180	14,290	5,110	55.7
Total for General Fund	79,921	85,103	102,391	118,659	16,268	15.9
Federal Payments	311	1,166	99	0	-99	N/A
Federal Grant Fund	1,018	981	932	932	0	0.0
Total for Federal Resources	1,329	2,147	1,031	932	-99	-9.6
Intra-District Funds	7,608	8,578	3,631	3,951	319	8.8
Total for Intra-District Funds	7,608	8,578	3,631	3,951	319	8.8
Gross Funds	88,858	95,828	107,054	123,542	16,489	15.4

Table AT0-2

FY 2006 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2003	Actual FY 2004	Approved FY 2005	Proposed FY 2006	Change from FY 2005	Percent Change
General Fund						
Local Fund	804	768	885	871	-14	-1.6
Special Purpose Revenue Funds	16	26	28	70	42	150.0
Total for General Fund	820	793	913	941	28	3.1
Federal Resources						
Federal Grant Fund	0	0	3	3	0	0.0
Total for Federal Resources	0	0	3	3	0	0.0
Intra-District Funds						
Intra-District Funds	75	59	49	55	6	12.2
Total for Intra-District Funds	75	59	49	55	6	12.2
Total Proposed FTEs	895	852	965	999	34	3.5

Expenditure by Comptroller Source Group

Table AT0-3 shows the FY 2006 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table AT0-3

FY 2006 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2003	Actual FY 2004	Approved FY 2005	Proposed FY 2006	Change from FY 2005	Percent Change
11 Regular Pay - Cont Full Time	48,712	50,051	55,035	64,149	9,114	16.6
12 Regular Pay - Other	2,091	1,591	1,445	304	-1,141	-78.9
13 Additional Gross Pay	668	920	563	682	119	21.2
14 Fringe Benefits - Curr Personnel	8,858	9,055	9,381	11,296	1,915	20.4
15 Overtime Pay	180	300	389	384	-5	-1.4
Subtotal Personal Services (PS)	60,510	61,917	66,813	76,814	10,001	15.0
20 Supplies and Materials	572	667	770	807	37	4.8
30 Energy, Comm. and Bldg Rentals	356	351	476	262	-214	-44.9
31 Telephone, Telegraph, Telegram, Etc	870	712	783	758	-25	-3.2
32 Rentals - Land and Structures	7,318	8,499	7,951	9,995	2,044	25.7
33 Janitorial Services	137	155	204	111	-94	-45.9
34 Security Services	766	890	869	828	-41	-4.7
35 Occupancy Fixed Costs	0	0	381	365	-16	-4.2
40 Other Services and Charges	5,644	5,760	7,556	8,562	1,006	13.3
41 Contractual Services - Other	11,583	15,408	19,632	23,115	3,483	17.7
50 Subsidies and Transfers	109	-57	110	65	-45	-40.9
70 Equipment & Equipment Rental	993	1,527	1,509	1,861	352	23.3
Subtotal Nonpersonal Services (NPS)	28,348	33,911	40,240	46,728	6,487	16.1
Total Proposed Operating Budget	88,858	95,828	107,054	123,542	16,489	15.4

- Measure 4: Accessibility - 90 percent of appropriate staff have necessary training and tools to access systems.
- Produce the District's Comprehensive Annual Financial Report on time with an unqualified clean opinion.
- Develop a highly skilled and professional workforce as measured through 100 percent compliance and execution of Individual Development Plans. Plans should reflect specific milestones and targets for activities supporting employee growth (training, seminars, cross-training activities, self help material).

Gross Funds

The proposed Gross Funds budget is \$123,542,252, representing an increase of \$16,488,597 or 15.4 percent over the FY 2005 approved budget of \$107,053,655. There are 999.0 FTEs for the agency, an increase of 34 FTEs or 3.5 percent over the FY 2005 approved level.

Resident Dividends

The Mayor proposes additional resident dividend funding in the amount of \$900,000 for the Tax Administration program and the Information Technology program. Resident dividend funding is nonrecurring.

General Funds

Local Funds. The proposed budget is \$104,369,320, representing an increase of \$11,158,341 or 12 percent over the FY 2005 approved budget of \$93,210,979. This change is primarily due to additional Real Property Tax Administration staff (\$1,160,000), costs required for the baseball initiative (\$575,711), pay harmonization (\$3,934,765), personal services increase, mainly due to step increases (\$3,209,929), implementation of the non-custodial fathers initiative (\$900,000), and increased fixed costs (\$1,335,019), partially offset by a Mayoral reduction across all programs (\$3,500,000). There are 871 FTEs for the agency, a decrease of 14 FTEs or 1.6 percent from the FY 2005 approved level.

In addition, the Mayor proposes additional local funding in the amount of \$900,000 for res-

ident dividends initiatives. For more information on the OCFO's resident dividends initiatives, please refer to the end of this chapter.

Special Purpose Revenue Funds. The proposed budget is \$14,290,000, representing an increase of \$5,110,000 or 55.7 percent over the FY 2005 approved budget of \$9,180,000. This change is primarily due the creation of a fund for compliance/collection fees, real property/tax sale fees, and installment agreement fees (\$3,700,000), lockbox fees for the baseball initiative (\$400,000), and a net increase in overall funds (\$1,010,000). There are 70 FTEs for the agency, an increase of 42 FTEs or 150 percent over the FY 2005 approved level.

Federal Funds

The proposed budget is \$932,000, representing no change from the FY 2005 approved budget. There are 3 FTEs for the agency, no change from FY 2005.

Intra-District Funds

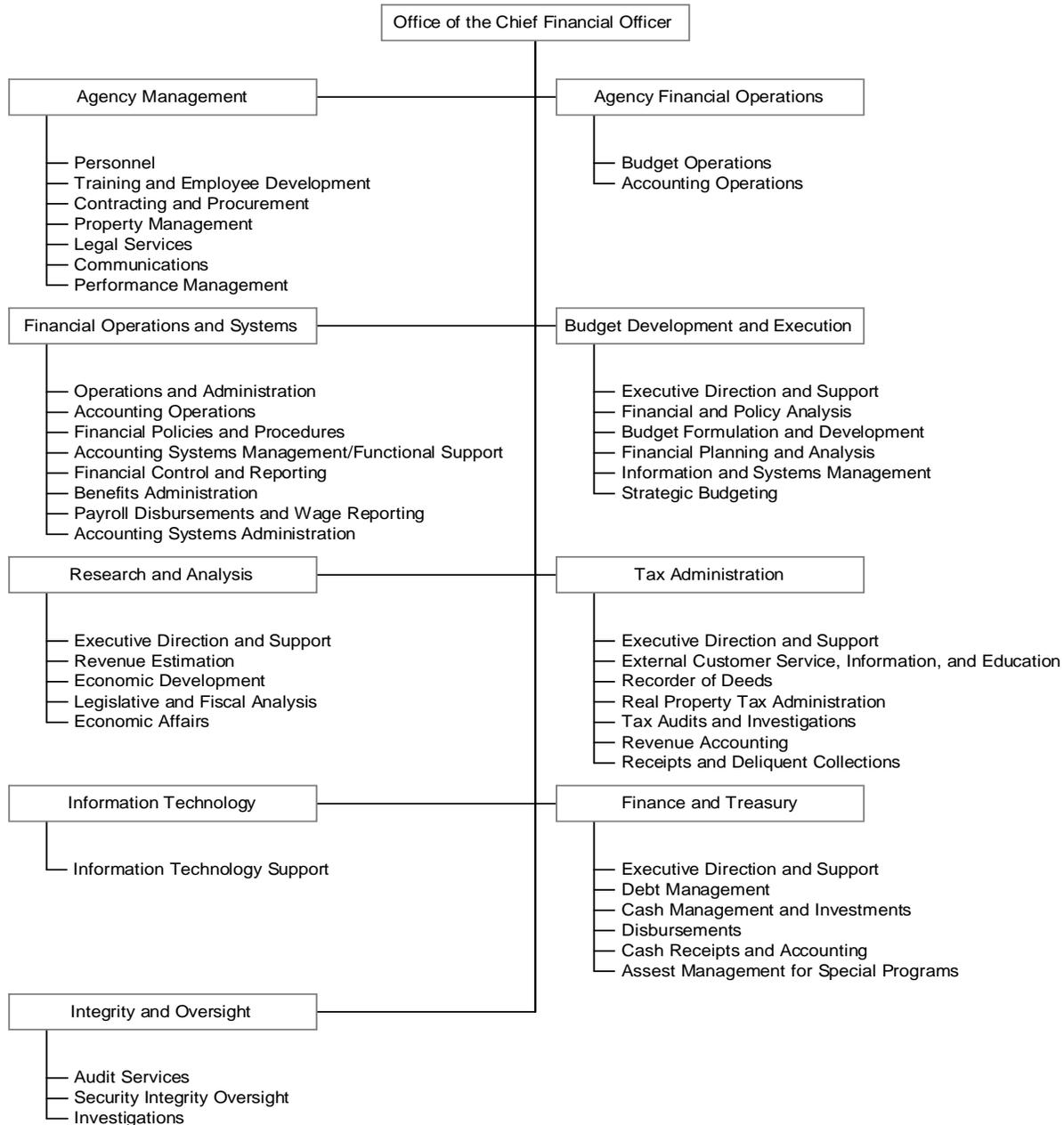
The proposed budget is \$3,950,933, representing an increase of \$319,457 or 8.8 percent over the FY 2005 approved budget of \$3,631,476. This change is primarily due to four new Intra-District agreements with DC Lottery for administrative support. There are 55 FTEs for the agency, an increase of 6 FTEs or 12.2 percent over the FY 2005 approved level.

Expenditure by Program

This funding is budgeted by program and the Office of the Chief Financial Officer has the following program structure.

Figure AT0-1

Office of the Chief Financial Officer



Programs

The Office of the Chief Financial Officer is committed to the following programs:

Financial Operations and Systems

	FY 2005	FY 2006
Budget	\$12,915,095	\$12,645,661
FTEs	134.0	126.0

Program Description

The **Financial Operations and Systems** program is responsible for the District's accounting operations, including critical functions such as District-wide general ledger accounting, financial reporting, and pay/retirement services. The program is responsible for producing the Comprehensive Annual Financial Report, which presents the District's financial position at the end of each fiscal year. The program also is responsible for developing accounting policies and procedures that support the automated System of Accounting and Reporting, the District's formal "books or record" as well as policies and procedures for multiple payroll systems. Throughout the myriad functions of the program and its activities, the current financial position of the District can be ascertained by local District elected and appointed leaders, as well as by District agencies. Related training, expertise and assistance on SOAR are available, for the OCFO central cluster employees and agency financial staff. Services such as annuity payments, benefits administration, retirement statements, to name a few, are provided to former and retired District employees. Finally, a record of compensation and related payments for current District employees are provided so that each employee receives an accurate and timely paycheck.

The program has eight activities:

- **Operations and Administration** - provides leadership, general program management, personnel, procurement, automated accounting system access security, fixed asset accountability and other logistical support Services to OFOS' staff, so that they can provide general accounting services, specialized accounting systems management, payroll, financial

reporting, accounting policies and procedures, and benefits administration for employees, agencies, and District leaders for their utilization in decision making. Additionally, this activity provides citizens with financial information so that they can keep abreast of the District's financial position.

- **Accounting Operations** - provides District-wide General Ledger accounting in order to maintain the official "automated book of record" on which the current financial position of the District can be ascertained by local District elected and appointed leaders, United States Congress, District agencies (directors, financial managers, and employees), public and private financial communities and the general public. Timely and accurate information on the District's financial position facilitates decision making by all parties.
- **Financial Policy and Procedures** - provides recorded references for standard government accounting practices (policies and theories) and guides for operation (procedures and process flows) for the District daily accounting function and the supporting automated system of record, to ensure that accounting and financial managers and their staff have the information required to do their job.
- **Accounting Systems Management/Functional Integration** - provides related training, expertise and assistance on the automated accounting system, coupled with generally accepted accounting principles, for the central OCFO cluster employees and agency financial staff so that they can improve performance of daily recording of accounting transactions and reporting of financial position within their agencies/activities.
- **Financial Control and Reporting** - provides statements of financial position for the Mayor, Council of the District of Columbia, U.S. Congress, District Managers, rating agencies and the general public so that they can make informed decisions based on timely and accurate financial information.

- **Benefits Administration** - provides annuity payments and related benefits for former and retired District employees so that they receive accurate and timely pension refunds, annuity checks and retirement statements.
- **Payroll Disbursements and Wage Reporting** - provides a record of compensation and related payments for District employees so that they receive an accurate and timely paycheck.
- **Accounting Systems Administration** - provides SOAR "help desk" support, maintains centrally controlled SOAR profiles, monitors the general ledger balances and activities recorded in SOAR, prepares the roll forward to the new fiscal year, maintains closing instructions/forms, conducts SOAR closing workshops as required, performs financial analysis in support of the CAFR balances, and develops the District's central services cost allocation plan.

Program Budget Summary

This program has a gross funds budget of \$12,645,661, a decrease of \$269,434, or 2.1 percent from the FY 2005 approved budget of \$12,915,095. This includes a Local funds increase of \$103,422, a Special Purpose Revenue funds decrease of \$565,504, and an Intra-District funds increase of \$192,647. This change is primarily due to the following:

- A decrease of \$1,205,271 and 1 FTE program-wide in regular pay and fringe benefits due to a Mayoral reduction.
- An increase of \$610,468 program-wide in regular pay and fringe benefits for pay harmonization.
- A decrease of \$565,505 in Special Purpose Revenue funds, mainly due to the Federal Retirement Benefit Process fund being partially taken over by the Retirement Board.
- An increase of \$402,866 program-wide in Local personal services, mainly due to step increases.
- An increase of \$391,906 in the Operations and Administration activity's rent (\$383,285) and telephone (\$8,621) because the agency will occupy a new location at 1275 K Street, NW.

- A decrease of \$274,162 in the Operations and Administration and the Payroll Disbursements and Wage Reporting activities' energy (\$159,720), janitorial services (\$69,990), security (\$42,080) and occupancy (\$2,372) because the agency will no longer occupy Court Building C at 410 E Street, NW.
- An increase of \$192,647 due to higher Intra-District agreements with other agencies.
- An increase of \$88,809 in the Accounting Systems Management/Functional Integration activity's regular pay (\$75,487) and fringe benefits (\$13,322) for ongoing training to PASS users. These services were previously funded through capital funds.
- An increase of \$88,808 in the Payroll Disbursements and Wage Reporting activity's regular pay (\$75,487) and fringe benefits (\$13,321) for ongoing training to PASS users. These services were previously funded through capital funds.

The program supports 126 FTEs, a decrease of 8 FTEs from the FY 2005 approved level.

Key Result Measures

Program 1: Financial Operations and Systems

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Anthony F. Pompa, Deputy Chief Financial Officer, Financial Operations and Systems

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 1.1: Percent of paychecks accurately prepared and distributed within payroll schedule

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	99	99	99	99
Actual	N/A	100	-	-	-

Note: New measure at agency request (5/04).

Measure 1.2: Percent of monthly closing completed within 10 days

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	100	100	100	100
Actual	N/A	100	-	-	-

Note: New measure at agency request (5/04).

Budget Development and Execution

	FY 2005	FY 2006
Budget	\$5,543,121	\$6,768,263
FTEs	62.0	67.0

Program Description

The **Budget Development and Execution (BDE)** program prepares, monitors, analyzes and executes the District government's budget, including operating, capital and enterprise funds, in a manner that facilitates fiscal integrity and maximizes services to taxpayers. The BDE also provides advice to policy makers on the District government's budget and has primary responsibility for expenditure forecasts. The program has responsibility for providing leadership and facilitating the development of such innovative budgeting practices as Performance-Based Budgeting to improve the quality of the District government's budgeting processes, activities, and documents. Lastly, this program contributes to District-wide management reform efforts, including the Administrative Services Modernization Project, the pay-scale consolidation activities, and performance management.

This program has six activities:

- **Executive Direction and Support** - provides general program management, leadership, technical assistance, and support services to OBP staff and other District government personnel so that they can provide financial planning, budgetary, performance and cost analysis for decision makers so that they can make effective decisions and achieve strategic goals. It also provides citizens with information so that they may be informed on financial issues.
- **Financial and Policy Analysis** - formulates and develops the annual budget, and provides

financial policy documentation and analysis service, as well as information for the Mayor, Council, OCFO, District agencies, and Congress so that they can maintain fiscal integrity and accountability, support effective decision-making, and receive timely responses to their inquiries.

- **Budget Formulation and Development** - provides financial and budgetary services to the Mayor and Council so that they can have timely and accurate information to make informed decisions regarding allocating District resources against policy priorities.
- **Financial Planning and Analysis** - provides monitoring and reporting services to the Mayor, Council, District agencies, and Congress so that they can have financial information to make informed decisions about the budget.
- **Information and Systems Management** - provides technology and information support to OBP staff so that they may accurately assess agency budgetary information.
- **Strategic Budgeting** - provides continual improvement on how the District presents its budgetary, financial, performance, and benchmark information to stakeholders so that they can make informed management decisions about budgetary allocations.

Key initiatives associated with the BDE program are:

- Implement phase four of PBB, enabling District agencies to develop their budgets around programs and results. In conjunction with the Office of the City Administrator, the program facilitates agency business planning, resulting in identified programs and activities aligned with the citywide strategic plan. Agency budgets, in turn, are reformulated around a program structure so that the relationship between programs, funding, and results is more readily apparent.
- Begin benchmarking District programs for efficiency and effectiveness. Conduct performance comparisons over time and externally with other jurisdictions for the purpose of determining how well District programs operate with the goal of informing stakehold-

ers so that they can make more informed resource allocation decisions.

- Develop a new District-wide budget system for formulating, executing, and analyzing the District's resources in conjunction with its performance. The goal of this initiative is to provide more timely and accurate financial information so that District managers are able to make more informed decisions about program resource allocations.

Program Budget Summary

This program has a gross funds budget of \$6,768,263, an increase of \$1,225,141, or 22.1 percent over the FY 2005 approved budget of \$5,543,121. This includes a Local funds increase of \$1,526,605, and an Intra-District funds decrease of \$301,464. This change is primarily due to the following:

- An increase of \$530,565 program-wide in regular pay and fringe benefits for pay harmonization.
- An increase of \$353,485 in the Information and Systems Management activity's regular pay (\$300,462) and fringe benefits (\$53,023) to fully fund positions for ASMP, which were funded by Intra-District funds in FY 2005.
- A decrease of \$301,464 due to an expired Intra-District agreement.
- A decrease of \$301,130 and 1 FTE program-wide in regular pay and fringe benefits due to a Mayoral reduction.
- An increase of \$286,775 and 3 FTEs in the Financial Planning and Analysis activity' regular pay (\$243,027), fringe benefits (\$40,748), and supplies (\$3,000) for two Comptrollers and one Financial Analyst, who would all be responsible for producing monthly financial reports after closing and Anti-Deficiency compliance reports four weeks after each period closing.
- An increase of \$257,939 program-wide in Local personal services mainly due to step increases.
- An increase of \$165,478 and 2 FTEs in the Information and Systems Management activity's regular pay (\$139,466), fringe benefits (\$23,012), and supplies (\$3,000) for funding

and staffing to support the ARGUS budget system in FY 2006 and ongoing.

- An increase of \$113,137 and 1 FTE in the Budget Formulation and Development activity's regular pay (\$93,251), fringe benefits (\$15,386), supplies (\$1,500), and equipment (\$3,000) for a Medicaid Senior Policy Advisor.
- An increase of \$113,137 in the Budget Formulation and Development activity's regular pay (\$93,251), fringe benefits (\$15,386), supplies (\$1,500), and equipment (\$3,000) for a Capital Comptroller position, who will make sure that annual capital project spending does not exceed the borrowing limits of the District.
- An increase of \$7,220 program-wide in telephone due to higher than expected costs.

The program supports 67 FTEs an increase of 5 FTEs over the FY 2005 approved level.

Key Result Measures

Program 2: Budget Development and Execution

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Bert Molina, Deputy Chief Financial Officer, Budget and Planning

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 2.1: Percent of agencies preparing performance-based budgets for the following year

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	27	71	100	100	100
Actual	34	80	-	-	-

Note: The FY 2004 actual percentage is based on 56 agencies out of 70. The FY 2003 target and actual values are straight numbers.

Measure 2.2: Percent of agencies that reprogram more than 10% of budget

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	8	5	3	3
Actual	N/A	14.3	-	-	-

Measure 2.3: Percent of agencies with spending pressures that are resolved by sources external to the agency

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	5	5	4	4
Actual	N/A	54.6	-	-	-

Measure 2.4: Percent of awarded grant funds lost due to lapse of grant

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	1	1	1	1
Actual	N/A	0.6	-	-	-

Research and Analysis

	FY 2005	FY 2006
Budget	\$2,635,941	\$3,168,726
FTEs	24.0	25.0

Program Description

The **Research and Analysis** program is responsible for: 1) revenue estimation and revenue policy analysis; and 2) analysis supporting economic development. Services included within this program area are: analysis of all revenue sources and development of revenue projections; development of fiscal impact statements for legislation; economic analysis and research in support of revenue estimation and special studies such as the bi-annual Tax Expenditure Study. Revenue Analysis is responsible for the revenue estimation and certification component of the budget, including revenue from taxes, and all other sources.

This program has five activities:

- **Executive Direction and Support** - provides general program management, leadership, technical assistance, and support services to staff, so that they can provide research and analytical services on revenue and economic data and analysis of fiscal and administrative impacts to decision-makers.
- **Revenue Estimation** - provides economic and revenue data and analysis and District tax structure data and analysis for the Mayor, the Council, and the Congress, so that they have timely and quality information for policy formulation and decision-making.

- **Economic Development** - provides analysis of fiscal, economic, financial, and/or administrative impacts of projects to the CFO, the Mayor, the Deputy Mayor for Economic Development and Council so that they can appropriately assess economic development initiatives and ensure maximum economic benefit to the city.
- **Legislative and Fiscal Analysis** - provides legislative fiscal impact analysis for the Mayor, the Council, and the Congress, so that they have timely and quality information for policy formulation and decision-making.
- **Economic Affairs** - develops and presents documents detailing the economic and revenue affairs of the District of Columbia to other components of the OCFO, the Mayor, the Council, and the Congress so that they have timely and quality information for policy formulation and decision-making.

Key initiatives associated with Revenue and Analysis are:

- Delivery of revenue estimates from tax and non-tax sources and timely preparation of the revenue chapter of the annual budget.
- Delivery of fiscal impacts of proposed legislation, and of fiscal analysis supporting potential policy initiatives.
- Analysis of dedicated revenue from fees, fines and charges (also referred to as Special Purpose Revenue revenue) and the associated policies.
- Maintain financial monitoring and analysis of economic development measures and active membership on the boards of the Washington Convention Center Authority, the Sports Authority, and National Capital Revitalization Corporation/Redevelopment Land Authority.

Program Budget Summary

This program has a gross funds budget of \$3,168,726, an increase of \$532,784, or 20.2 percent over the FY 2005 approved budget of \$2,635,941. This includes a Local funds increase of \$767,784 and an Intra-District funds decrease of \$235,000. This change is primarily due to the following:

- An increase of \$248,341 in the Economic Development activity's regular pay (\$183,125), fringe benefits (\$30,216), and other services (\$35,000) to fully fund positions, which were supported by Intra-District funds in FY 2005.
- A decrease of \$235,198 in the Economic Development activity's regular pay (\$172,500), fringe benefits (\$27,698), and contractual services (\$35,000) due to the expiration of an Intra-District agreement with the Deputy Mayor of Economic Development.
- An increase of \$194,626 program-wide in regular pay and fringe benefits for pay harmonization.
- An increase of \$193,215 and 1 FTE in the Economic Development activity's regular pay (\$80,013), fringe benefits (\$13,202), and contractual services (\$100,000) due to unprecedented growth in economic development activities that require additional work from a cross section of OCFO program areas.
- An increase of \$95,211 program-wide in Local personal services, mainly due to step increases.
- An increase of \$61,440 in the Executive Direction and Support activity's rent (\$60,437) and telephone (\$953) because the agency will occupy a new location at 1275 K Street, NW.
- A decrease of \$25,050 in the Executive Direction and Support activity's energy (\$6,614), janitorial services (\$2,668), security (\$6,741), and occupancy (\$9,027) because the agency will no longer occupy Court Building C at 410 E Street, NW.
- An increase of \$199 program-wide in Local Nonpersonal services.

The program supports 25 FTEs, an increase of 1.0 FTE over the FY 2005 approved level.

Key Result Measures

Program 3: Revenue Analysis

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Julia Friedman, Deputy Chief Financial Officer, Revenue Analysis

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 3.1: Percent variation between the original binding revenue estimate as compared to actual revenue and the CBO estimate of federal revenue and actual federal revenue

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	5	5	5	5	5
Actual	N/A	N/A	-	-	-

Measure 3.2: Percent of ad hoc documents reviewed by ORA that do not contain factual errors

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	90	90	90	90	90
Actual	98	99.5	-	-	-

Measure 3.3: Percent of applications for tax increment financing that are reviewed and processed within 120 days of receipt in ORA

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	80	80	80	80	80
Actual	100	100	-	-	-

Tax Administration

	FY 2005	FY 2006
Budget	\$51,464,536	\$60,661,552
FTEs	543	566

Program Description

The **Tax Administration** program provides fair, efficient and effective administration of the District's business, income, excise and real property tax laws. The tax administration program is divided into the following core activities: external customer service, deed recordation, real property tax assessment, tax audits and investigations, revenue accounting, and receipts and collections.

This program has seven activities:

- **Executive Direction and Support** - provides general program management, leadership and support services to the Tax Administration activity so that it can coordinate comprehensive tax services to District taxpayers and ensure that the District is collecting the appropriate amount of tax revenue.
- **External Customer Service, Information, and Education** - composed of the walk-in and telephone customer service centers, which assist approximately 400,000 taxpayers annually, and works to resolve more complex tax cases, including hearing and review of first level tax appeals. This activity also consists of the development and distribution of public tax forms, support of various electronic tax filing and payment options, initiating and responding to mail correspondence with taxpayers, and tax registration and certification.
- **Recorder of Deeds** - supports the transfer and titling of real property in the District of Columbia (approximately 198,000 documents in FY 2004), and responds to requests for title documents from individuals and the real estate/titling industry.
- **Real Property Tax Administration** - consists of the assessment and billing of real property taxes and first level assessment appeals. In FY 2005, the real property tax base of approximately 158,000 parcels had an assessed value of \$79.3 billion, an increase of 2.3 percent over FY 2004. Of this amount, \$43.7 million in assessed value was tax exempt. Real property tax collections for FY 2005 were \$941,585, or 98.6 percent of the total tax levy, a 11.9 percent increase in collections over FY 2004.
- **Tax Audits and Investigations** - ensures tax compliance by identifying potential non-filers and performing other tax compliance checks to ensure that the District is collecting the correct amount of tax due from all taxpayers. This activity also identifies and investigates cases of tax fraud.
- **Revenue Accounting** - ensures the proper accounting and reporting on revenue collec-

tions, and supports issuance of more than 238,000 tax refunds in FY 2005, exceeding \$252 million.

- **Receipts and Delinquent Collections** - consists of the processing of more than a million tax returns annually, recording and prompt deposit of more than \$3.7 billion in tax payments in FY 2005. This included a total collection of delinquent tax payments of approximately \$82 million in FY 2005.

Key initiatives associated with the Tax Administration program are:

- Implement the Integrated Tax System, to include integration of real Property Assessment and Billing Systems.
- Expand tax-filing opportunities including web-based filing.
- Expand taxpayer compliance program, including a clean hands enforcement to collect receivables due across District agencies.

Program Budget Summary

This program has a gross funds budget of \$60,661,552, an increase of \$9,197,016, or 17.9 percent over the FY 2005 approved budget of \$51,464,536. This includes a Local funds increase of \$5,217,566, a Special Purpose Revenue funds increase of \$3,996,084, and an Intra-District funds increase of \$13,367. This change is primarily due to the following:

- An increase of \$3,700,000 and 50 FTEs in the Receipts and Delinquent Collections activity for the creation of a fund for compliance/collection fees, real property/tax sale fees, and installment agreement fees.
- A decrease of \$1,424,736 and 58 FTEs program-wide in regular pay and fringe benefits due to a Mayoral reduction.
- An increase of \$1,801,011 program-wide in Local personal services, mainly due to step increases.
- An increase of \$1,160,000 and 16 FTEs in the Real Property Tax Administration's regular pay and fringe benefits for additional staffing to keep property information up to date, preventing lost property tax revenue.
- An increase of \$979,067 program-wide in regular pay and fringe benefits for pay har-

- monization.
- An increase of \$900,000 and 8 FTEs in the Executive Direction and Support, External Customer Service, Tax Audits and Investigations, and Revenue Accounting activities for the implementation costs associated with the non-custodial fathers initiative.
- An increase of \$1,071,944 in the Executive Direction and Support activity's rent because beginning in FY 2006, the lease for the building at 941 North Capitol has an escalator clause.
- An increase of \$266,084 due to higher anticipated Special Purpose Revenue.
- An increase of \$172,000 and 2 FTEs in the Executive Direction and Support activity's regular pay (\$148,000) and fringe benefits (\$24,000) for counsel to be responsible for litigation of all appeals cases brought by taxpayers before the Office of Administrative Hearings.
- An increase of \$100,000 in the Executive Direction and Support activity's other services for information technology support programming, part of the baseball initiative.
- An increase of \$91,260 and 1 FTE in the Tax Audit and Investigation activity's regular pay-other (\$78,000) and fringe benefits (\$13,260) for audit staff, part of the baseball initiative.
- An increase of \$79,681 and 1 FTE in the Revenue Accounting activity's regular pay-other (\$67,710) and fringe benefits (\$11,971) for recording revenue receipts and transfers, part of the baseball initiative.
- An increase of \$76,635 in the Executive Direction and Support activity's occupancy based on the increase of cost per square foot.
- An increase of \$64,350 and 1 FTE in the Receipts and Delinquent Collections activity's regular pay-other (\$55,000) and fringe benefits (\$9,350) for working suspense and review, part of the baseball initiative.
- An increase of \$60,000 in the Receipts and Delinquent Collections activity's other services for forms printing, part of the baseball initiative.
- An increase of \$30,420 in the External Customer Service activity's regular pay-other

(\$26,000) and fringe benefits (\$4,420) for increased demand for assistance, part of the baseball initiative.

- An increase of \$49,799 in the Executive Direction and Support activity's security based on higher projected costs in FY 2006.
- An increase of \$13,367 due to a higher Intra-District agreement.
- A decrease of \$1,136 in the Executive Direction and Support activity's energy based on lower consumption and lower cost per kilowatt for FY 2006.
- An increase of \$5,798 in the Executive Direction and Support activity's telephone based on higher usage for FY 2006.
- An increase of \$1,423 in the Executive Direction and Support activity's janitorial services based on higher projected costs in FY 2006.

The program supports 566 FTEs, an increase of 23 FTEs from the FY 2005 approved level.

Key Result Measures

Program 4: Tax Administration

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Daniel Black, Deputy Chief Financial Officer, Tax and Revenue

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 4.1: Percent of returns filed electronically

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	25	30	35	35
Actual	N/A	41	-	-	-

Note: This measure was previously written as "Percent of customers satisfied with information provided." There is no reliable survey tool to determine customer satisfaction, therefore the agency has redefined the measure.

Measure 4.2: Percent of documents filed electronically

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	2.4	3	3.5	3.5
Actual	N/A	1.9	-	-	-

Note: This measure was previously written as "Percent of recorded documents with complete and accurate information." The metric was not operationally useful, thus the agency changed it to "Percentage of documents (deed recordation, transfer, and UCC filings) filed electronically."

Measure 4.3: Ratio of assessment changes to total value of assessments appealed

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	5.5	6.5	6	6
Actual	N/A	6.6	-	-	-

Note: Measure originally worded as "Percent of assessments upheld on appeal." The revised measure better captures the accuracy rate of assessments, by calculating any changes done by BRPAA or the Superior Court as a percentage of the original assessment.

Measure 4.4: Delinquent account collections (in millions)

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	78	95	105	105	105
Actual	91.3	84.3	-	-	-

Note: The agency has reduced the FY 2005 target from \$115 million to \$105 million (1/12/04).

Measure 4.5: Percent of refunds issued within 14 days

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	95	95	95	95	95
Actual	89	86.9	-	-	-

Information Technology

	FY 2005	FY 2006
Budget	\$9,145,491	\$10,028,145
FTEs	17.0	19.0

Program Description

The Information Technology (IT) program develops and maintains state-of-the-art financial information systems for the District of Columbia, payroll, pensions, SOAR and the Executive Information System. The principal objectives of the program are to maintain accurate systems, modification of systems in response to the changing needs of the District, and main-

tain compliance with federal, state and local regulations. Other objectives are to provide the availability and performance to support the OCFO and the agency CFOs, track and resolve system problems, and comply with standard accounting and audit policies practiced in the District. IT also maintains an operation that is in compliance with basic IT policies and practices, maintains technical currency, avoids obsolescence, and promotes and encourages use of these systems as the official system of record. IT's program facilitates and extends access to the District's financial data, provides tools that enable analysis of the financial status of the agencies and the District in its entirety and supports SOAR. This facilitates high-level financial oversight for senior District management and policy makers.

This program has one activity:

- **Information Technology Support** - provides computer hardware and software support and information services to department management and staff so that they can use technologies to produce, communicate, and manage information without undue delay.

Key initiatives associated with the Information Technology program are:

- Continue enhancement and planning of financial systems including the District's financial management system (SOAR) and its integration with payroll, cash management and reporting systems.
- Expand availability and utilization of EIS.

Program Budget Summary

This program has a gross funds budget of \$10,028,145, an increase of \$882,653, or 9.7 percent over the FY 2005 approved budget of \$9,145,491. This includes a Local funds increase of \$872,150 and a Special Purpose Revenue funds increase of \$10,504. This change is primarily due to the following:

- An increase of \$650,000 in the Information Technology Support activity's contractual services for licenses/maintenance costs for the Dashboard, Capital Projects, and GRAMS. These services were previously supported through Capital funds.

- A decrease of \$484,265 in the Information Technology Support activity's energy (\$2,232), telephone (\$73,820), rent (\$405,062), and security (\$3,151) because the agency will no longer occupy Court Building C at 410 E Street, NW.
- An increase of \$500,000 in the Information Technology Support activity's contractual services for support for SupportNet, which includes the creation of new reporting data sources and rollout of new financial reports. These services were previously funded through capital funds.
- An increase of \$81,094 the Information Technology Support activity's in regular pay and fringe benefits for pay harmonization.
- An increase of \$80,129 in the Information Technology Support activity's regular pay and fringe benefits due to step increases.
- An increase of \$40,000 in the Information Technology Support activity's regular pay due to a Mayoral adjustment.
- An increase of \$10,504 due to higher anticipated Special Purpose Revenue.
- An increase of \$4,381 in the Information Technology Support activity's janitorial services based on higher projected costs in FY 06.

The program supports 19 FTEs, an increase of 2 FTEs over the FY 2005 approved level.

Key Result Measures

Program 5: Information Technology

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Maynard Gambrell, Chief Information Officer

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 5.1: Percent of payroll system project milestones completed on time and within budget

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	60	75	90	90	90
Actual	60	96	-	-	-

Measure 5.2: Percent of the District's accounting, budget, payroll, and tax systems available

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	90	90	95	95	95
Actual	92	92	-	-	-

Finance and Treasury

	FY 2005	FY 2006
Budget	\$16,091,461	\$18,785,628
FTEs	90.0	91.0

Program Description

The **Finance and Treasury** program asset management services to the District, its agencies and its stakeholders so that they can maintain maximum financial flexibility and return on investments. The program is divided into the following core activities: debt and cash management and investments, disbursements, cash receipts and accounting and asset management for special programs. This program has six activities:

- **Executive Direction and Support** - provides leadership, strategic direction, and administrative support services to department managers and employees so that they can achieve organizational and individual performance results.
- **Debt Management** - provides for the issuance of bonds, notes and other financing vehicles for the District so that the District can maximize capital project capacity while maintaining future financing flexibility and finance any seasonal cash needs.
- **Cash Management and Investments** - provides for the management of cash resources for the District, so that the District can meet its cash obligations and maximize interest income from cash resources.
- **Disbursements** - provides check writing and dissemination services for District agencies, so that they can fulfill their financial obligations.
- **Cash Receipts and Accounting** - provides revenue collection, auditing and recordation services for District agencies so that they can have accurate and timely revenue information.

- **Asset Management for Special Programs** - provides custodial services to District residents, so that they can ensure maximum benefits in these programs.

Key initiatives associated with the Finance and Treasury program are:

- Continue to manage the District government's creditworthiness, including debt management and the refinancing of debt whenever advantageous.
- Continue to improve cash management procedures and policies.
- Continue marketing the District's College Savings Plan.

Program Budget Summary

This program has a gross funds budget of \$18,785,628, an increase of \$2,694,167, or 16.7 percent over the FY 2005 approved budget of \$16,091,461. This includes a Local funds increase of \$1,100,252, a Special Purpose funds increase of \$1,698,916, and an Intra-District funds decrease of \$105,000. This change is primarily due to the following:

- An increase of \$1,298,916 due to higher anticipated Special Purpose Revenue.
- An increase of \$725,702 program-wide in regular pay and fringe benefits for pay harmonization.
- An increase of \$389,369 in the Executive Direction and Support activity's rent because the agency will occupy a new location at 1275 K Street, NW.
- An increase of \$400,000 in the Cash Management and Investments activity's other services for lockbox fees, part of the baseball initiative (Special Purpose Revenue)
- A decrease of \$340,226 and 1 FTE program-wide in regular pay and fringe benefits due to a Mayoral reduction.
- A decrease of \$191,100 in the Executive Direction and Support activity's energy (\$43,899), telephone (\$417), janitorial services (\$27,021), security (\$38,524), and occupancy (\$81,239) because the agency will no longer occupy Court Building C, at 410 E Street, NW.

- An increase of \$186,430 and 2 FTEs in the Cash Management and Investments activity's regular pay (\$160,026) and fringe benefits (\$26,404) due to unprecedented growth in economic development activities that require additional work from a cross section of OCFO program areas.
- An increase of \$195,458 program-wide in Local personal services, mainly due to step increases.
- An increase of \$150,000 in the Debt Management activity's other services for financial advisor services, part of the baseball initiative.
- A decrease of \$105,000 due to lesser amounts in Intra-District agreements with agencies.

The program supports 91 FTEs, an increase of 1 FTE over the FY 2005 approved level.

Key Result Measures

Program 6: Finance and Treasury

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): N. Anthony Calhoun, Deputy Chief Financial Officer, Finance and Treasury

Supervisor(s): Natwar M. Gandhi, Chief Financial Officer

Measure 6.1: Debt service to local revenue ratio

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	13	13	13	13	13
Actual	8.8	1.35	-	-	-

Measure 6.2: Percent of banking service contracts whose costs are lower than the Phoenix Hecht index

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 6.3: Percent of checks and earning statements that meet payment schedule

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 6.4: Percent of unclaimed property returned to owners

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	30	35	37	39	39
Actual	29	38	-	-	-

Office of Integrity and Oversight

	FY 2005	FY 2006
Budget	\$2,105,220	\$3,062,088
FTEs	23.0	25.0

Program Description

The **Office of Integrity and Oversight (OIO)** program ensures that accountability, integrity and efficiency are maintained in the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, OIO provides the Chief Financial Officer with an independent review and appraisal of OCFO operations and assures the maintenance of the highest standards of integrity and security of OCFO employees.

This program has three activities:

- **Audit Services** - provides audit/review services to assist the District's financial managers in the promotion of integrity, efficiency, and effectiveness in District programs; to manage the review and response to external audit reports; and to coordinate District single audits and management letter comments for District agencies so that they can improve operations.
- **Security Integrity Oversight** -provides security and integrity oversight for the OCFO by administering the emergency response program for the OCFO and conducting integrity probes and integrity awareness presentations aimed at detecting and preventing fraud and other misconduct in OCFO programs.
- **Investigations** - maintains public confidence in the integrity of the OCFO by investigating alleged misconduct by OCFO employees, as well as by conducting background investigations to determine suitability for employment. This investigative service provides reports to OCFO management so that

they can take administrative action as appropriate.

Key initiatives associated with OIO are:

- Expand the audits of financial systems to assure data security and integrity.
- Strengthen the background check program and integrity training for OCFO employees.

Program Budget Summary

This program has a gross funds budget of \$3,062,088, an increase of \$956,868, or 45.5 percent over the FY 2005 approved budget of \$2,105,220. This includes a Local funds increase of \$1,026,068 and a Federal Payments total decrease of \$69,200. This change is primarily due to the following:

- An increase of \$544,379 in the Executive Direction and Support activity's rent because the agency will occupy a new location at 1275 K Street, NW.
- An increase of \$194,625 program-wide in regular pay and fringe benefits for pay harmonization.
- An increase of \$99,343 program-wide in Local personal services mainly due to step increases.
- An increase of \$90,000 program-wide in regular pay due to a Mayoral adjustment.
- A decrease of \$69,200 due to the expiration of Federal Payments.
- An increase of \$60,404 in the Audit and Consulting activity's regular pay (\$51,343) and fringe benefits (\$9,061) for a position to help improve the process of getting pertinent information to the Anti-Deficiency Board and to District agencies.
- An increase of \$37,317 in the Executive Direction and Support activity's telephone based on higher usage and costs in FY 2006.

The program supports 25 FTEs, an increase of 2 FTEs over the FY 2005 approved level.

Key Result Measures

Program 7: Internal Audit/Internal Security

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Sebastian Lorigo, Executive Director, Integrity and Oversight

Supervisor(s): Natwar M. Gandhi, Chief
Financial Officer

Measure 7.1: Percent of audit recommendations that are fully or partially implemented or resolved

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	90	90	90	90	90
Actual	92	92.7	-	-	-

Measure 7.2: Percent of approved security needs implemented

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	100	100	100	100	100
Actual	100	100	-	-	-

Measure 7.3: Number of investigation reports issued that are returned for additional information or investigation due to deficiencies in the investigation

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	4	4	4	4	4
Actual	0	0	-	-	-

Agency Management

	FY 2005	FY 2006
Budget	\$6,314,751	\$7,551,231
FTEs	62.0	70.0

Program Description

The **Agency Management (AMP)** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. Additional information about the Agency Management program is provided in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds budget of \$7,551,231, an increase of \$1,236,481, or 19.6 percent over the FY 2005 approved budget of \$6,314,751. This includes a Local funds increase of \$496,574, a Federal Payments total decrease of \$15,000, and an Intra-District funds increase of \$754,907. This change is primarily due to the following:

- An increase of \$754,907 in Intra-District funds, mainly due to four new Intra-District agreements with DC Lottery for administrative support.
- An increase of \$534,684 program-wide in regular pay and fringe benefits for pay harmonization.
- A decrease of \$283,637 and 1 FTE program-wide in regular pay and fringe benefits due to a Mayoral reduction.
- An increase of \$256,559 program-wide in Local personal services mainly due to step increases.
- A decrease of \$15,000 due to the expiration of Federal Payments.
- A decrease of \$11,032 in the Performance Management activity's telephone because the agency will no longer occupy Court Building C at 410 E Street, NW.

The program supports 70 FTEs, an increase of 8 FTEs over the FY 2005 approved level.

Key Result Measures

Program 8: Agency Management

Citywide Strategic Priority Area(s): Making Government Work
Manager(s): Paul Lundquist, Executive Director, Office of Mgmt & Administration
Supervisor(s): Natwar Gandhi, Chief Financial Officer

Measure 8.1: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	5	5	5	5
Actual	N/A	N/A	-	-	-

Measure 8.2: Cost of Risk

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	N/A	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Agencies established baselines for Cost of Risk in cooperation with the Office of Risk Management during FY 2004. The final baseline figures and FY 2005 targets will be published in the FY 2006 Operating Budget and Financial Plan, due to be submitted to Council in late March 2005. Cost of Risk is a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation.

Measure 8.3: Percent of the Mayor's Customer Service Standards Met

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	63	63	63
Actual	N/A	N/A	-	-	-

Measure 8.4: Percent of Key Result Measures achieved

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	70	70	70	70
Actual	84	81	-	-	-

Note: OCFO met or exceeded targets for 21 of 26 measures included in the FY 2004 rating.

Agency Financial Operations

	FY 2005	FY 2006
Budget	\$838,039	\$870,959
FTEs	10.0	10.0

Note: FY 2004 program funding levels are presented for comparison purposes only. The Agency Financial Operations program did not exist for FY 2004 as it is new for PBB agencies in FY 2005.

Program Description

The purpose of the Agency Financial Operations program provides comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

Program Budget Summary

This program has a gross funds budget of \$870,959, an increase of \$32,920, or 3.9 percent over the FY 2005 approved budget of \$838,039. This includes a Local funds increase of \$47,920 and a Federal Payments total decrease of \$15,000. This change is primarily due to the following:

- An increase of \$86,934 program-wide in regular pay and fringe benefits for pay harmonization.
- A decrease of \$75,000 program-wide in regular pay due to a Mayoral reduction.
- An increase of \$35,986 program-wide for step increases.
- A decrease of \$15,000 due to the expiration of Federal Payments.

The program supports 10 FTEs, no change from the FY 2005 approved level.

Key Result Measures

Program 9: Agency Financial Operations

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Henry Mosley, ACFO, Econ.

Develop. and Regulation Cluster; Barbara Jumper, ACFO, Gov. Operations Cluster; Pamela Graham, ACFO, Gov. Services Cluster;

Deloras Shepherd, ACFO, Human Support Services Cluster; Steward Beckham, ACFO, Public Safety and Justice Cluster

Supervisor(s): Natwar Gandhi, Chief Financial Officer

Measure 9.1: Percent of spending plans and FRPs submitted

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	90	90	90
Actual	N/A	N/A	-	-	-

Note: This measure is new for FY05.

Measure 9.2: Percent of reprogrammings processed

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	90	90	90
Actual	N/A	N/A	-	--	

Note: This measure is new for FY05.

Measure 9.3: Percent of interim and annual closing packages submitted on-time

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	90	90	90
Actual	N/A	N/A	-	-	-

Note: This measure is new for FY05.

Measure 9.4: Percent of audit recommendations implemented

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	60	59	59
Actual	N/A	N/A	-	-	-

Note: This measure is new for FY05.

Measure 9.5: Percent of OCFO cluster direct service staff provided intermediate level or better training experiences in technology, financial analysis, writing skills or project management training

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	30	30	30
Actual	N/A	N/A	-	-	-

Note: This measure is new for FY05.

Table AT0-4

FY 2006 Proposed Budget and FTEs for Resident Dividends by Program

(dollars in thousands)

Program	Proposed FY 2006 Local Funds	Proposed FY 2006 FTEs
5000 Tax Administration	\$300	0.0
6000 Information Technology	\$600	0.0
Total for Resident Dividends	\$900	0.0

Table AT0-5

FY 2006 Proposed Budget for Resident Dividends by Comptroller Source

(dollars in thousands)

Comptroller Source Group	Proposed FY 2006 Local
0041 Contractual Services - Other	\$300
0070 Equipment & Equipment Rental	\$600
Subtotal Nonpersonal Services (NPS)	\$900
Total for Resident Dividends	\$900

Resident Dividends

The Mayor's proposed budget includes additional Local Funds in the amount of \$900,000 to provide funding for the following initiatives:

- \$600,000 to fund the Information Technology program. This one-time funding for the program will provide a refresh of the Integrated Tax System, along with newer hardware and software.
- \$300,000 to fund the Tax Administration program. This one-time funding for this program will provide expert witnesses/consultants to adequately defend the tax assessments and preserve a significant portion of the tax dollars at risk.

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2006 Operating Appendices volume.