

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator





Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>3 - Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (2 Measures)</b>												
Percent of financial reports reviewed, evaluated, and analyzed before the next filing deadline	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of periodic random audits conducted within sixty (60) days of initiation	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	100%	Met	
<b>4 - Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Measure)</b>												
Percent of financial reports filed electronically	Quarterly	96.4%	100%	100%	100%	100%	100%	100%	100%	100%	Met	
<b>5 - Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (3 Measures)</b>												
Percent of candidates determined to meet requirements for certification by OCF within ten (10) business days of filing the affidavit declaring compliance with the Fair Elections Program.	Quarterly	New in 2019	New in 2019	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of Base Amount and Matching Payments authorized for disbursement within five (5) days of the certification of a candidate into the Fair Elections Program	Quarterly	New in 2019	New in 2019	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of matching payments directed for disbursement to participating candidates within five (5) days after the receipt of financial reports	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100%	100%	100%	100%	100%	New in 2020	
<b>6 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)</b>												
Percent of investigative matters closed within ninety (90) days of opening	Quarterly	Waiting on Data	No Applicable Incidents	100%	100%	100%	100%	No applicable incidents	100%	100%	Met	

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Enforcement Program (3 Measures)</b>							
Total number of informal hearings conducted	83	165	14	36	11	41	102
Total number of investigations completed within 90 days	No Applicable Incidents	3	1	1	No applicable incidents	3	5
Total number of Interpretative Opinions and Expedited Advice issued	8	1	3	1	No applicable incidents	16	20
<b>2 - Educational Outreach Services (1 Measure)</b>							
Total number of mandatory training conferences conducted	197	45	24	58	22	41	145
<b>3 - Audit Programs (2 Measures)</b>							
Total number of financial reports reviewed, evaluated, and analyzed for the reporting period	818	1274	165	244	162	196	767
Total number of periodic random and full field audits completed by the Audit Division	13	19	6	1	4	4	15
<b>4 - Public Information collection and dissemination online and onsite (2 Measures)</b>							
Total number of financial reports filed	508	1047	154	268	205	173	800
Total number of financial reports filed electronically	632	1015	154	268	205	173	800
<b>5 - Fair Elections Program (2 Measures)</b>							
Total number of candidates certified as participating candidates in the Fair Elections Program	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	36
Total number of pre-election and post election audits completed by the Fair Elections Division	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)</b>			
OFFICE OF THE GENERAL COUNSEL	Enforcement Program	The Office of the General Counsel provides legal advice and enforcement through the conduct of investigations and informal hearings, and the recommendation of decisions on charges of violations of the Campaign Finance Act; the issuance of interpretative opinions and expedited legal advice; the drafting of regulations and the review of OCF Forms for changes; the conduct of training seminars to promote voluntary compliance; and the coordination of site visits to the election precincts and early vote centers operated by the Board of Elections, and to campaign offices.	Daily Service
<b>2 - Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Activity)</b>			
TRAINING AND DEVELOPMENT	Educational Outreach Services	The OCF Educational Outreach Program assists with the coordination of the mandatory training conferences for new registrants, the onsite training seminars, the development of online brochures, interactive tutorials, and online tutorials, and the employee training program. The OCF Training Program also manages and utilizes the OCF Facebook Page as a training tool to disseminate information to the public. The Training Program distributes and evaluates surveys to training participants to assess the content and performance of the trainer.	Daily Service
<b>3 - Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)</b>			
REPORT ANALYSIS & AUDIT DIV.	Audit Programs	The Reports Analysis and Audit Division conducts audit analysis and reviews of all financial reports and statements received in the Agency; issues requests for additional information to filers where deficiencies are noted during the desk review process; conducts full field audits of the campaign operations of newly elected public officials, investigative audits of financial operations based on the receipt of complaints or based upon desk reviews; conducts periodic random audits of the reports filed by the constituent service programs, committees active during an election cycle, and continuing committees; and recommends the issuance of final audit reports based on the findings of full field and random periodic audits. Participates in site visits to election precincts, early voting centers, and to the offices of principal campaign committees.	Daily Service
<b>4 - Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Activity)</b>			
PUBLIC INFO. & RECORD MANAGEMENT	Public Information collection and dissemination online and onsite	The Public Information and Records Management Division publishes campaign finance data and information online at the OCF Website, and makes information available in the OCF Offices; compiles listings and reports of contribution and expenditure information published at the website and in the Biennial Report; manages the electronic filing and data entry of financial reports; oversees the registration of new candidates and committees, and coordinates the mandatory training of the new registrants; oversees the OCF e-mail subscription service; makes all public reports and statements available for the public online within 24 hours of receipt; and conducts the Filer Pre-Notification and Failure to File Programs.	Daily Service
<b>5 - Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (1 Activity)</b>			
FAIR ELECTIONS DIVISION	Fair Elections Program	The Fair Elections Program Division provides public financing to candidates who elect to participate in the program; determines whether candidates qualify for certification and public funds based on the verification of threshold requirement; authorizes the distribution of base amount payments and matching payments; and conducts post-election audits of all campaign operations for compliance with the Fair Elections Amendment Act.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Audit Programs (1 Strategic Initiative)</b>				
Desk Reviews and Audits of Financial Reports	During FY 20, the Office of Campaign Finance will conduct at least four (4) periodic random audits of the financial reports of the principal campaign committees of candidates active during the 2020 Election Cycle following the December 10th, March 10th, and the August 10th Filing Deadlines. At the close of each statutory filing deadline, the OCF will review the financial reports of candidates, committees, and the Constituent Services and Statehood Fund Programs, for compliance with the reporting requirements; randomly audit the activity reports of the Constituent Service and Statehood Fund Programs at the close of the October 1st and the April 1st Filing Deadlines, and the financial reports of the continuing committees at the close of the January 31st and the July 31st Filing Deadlines; and refer violations of the Campaign Finance Act to the General Counsel for enforcement.	Complete	During Q4, the Office of Campaign Finance conducted 196 Desk Reviews of financial reports filed with the Agency; issued 33 Requests for Additional Information; and issued three (3) Final Audit Reports of the April 1, 2020 Activity Reports of the Constituent Services Program, and one (1) Final Investigative Audit of a Legal Defense Fund. All Audits resulted in compliance Audits.	
<b>Educational Outreach Services (2 Strategic initiatives)</b>				
Mandatory and Continuing Educational Programs	During FY 20, as mandated by D.C. Law 20-250, the "Campaign Finance Reform Amendment Act of 2018", effective March 13, 2019, as amended, the Office of Campaign Finance will update all mandatory training materials to include content on the Fair Elections Program, and the contribution limitations and reporting requirements of the Campaign Finance Act, as amended, pertaining to business contributors and their affiliated entities. The Agency will continue to schedule and conduct Mandatory Training for each candidate for public office and the treasurer of each committee within fifteen (15) days of their registration, or as otherwise available. The Agency will conduct monthly onsite training sessions, commencing January 2020 for the public, continuing committees, and the Constituent Service and Statehood Fund Programs, and for those committees active during the 2020 Election Cycle, as well as offer webinars on the reporting requirements of the Campaign Finance Laws.	Complete	During Q4, the Office of Campaign Finance conducted online training for 44 new candidates and treasurers to advise of their responsibilities and duties under the Campaign Finance Act, as amended. The Agency revised the ANC Training Guide at the OCF Website, and directed a link to the Tutorial by email to approximately 400 of the 423 Candidates for the Office of Advisory Neighborhood Commission Member who registered with the Board of Elections and provided an email address, for their review.	
Community Outreach	During FY 20, the Office of Campaign Finance will continue to partner with the Board of Elections in its 2019 Voter Registration and Education Outreach Campaign and participate in community and civic events to disseminate information on the Campaign Finance Laws and the role of the Agency to administer these laws. The Agency will continue its outreach efforts to the Advisory Neighborhood Commissions to present information at ANC meetings on the Fair Elections Program, and will further expand its reach into the public through invitations extended to the DC Federation of Citizens and DC Federation of Civic Associations to address their memberships and introduce the new Fair Elections Program. The Fair Elections program is established in the Office of Campaign Finance and provides public financing for campaign operations.	Complete	During Q4, the Office of Campaign Finance participated in virtual meetings with ANC 4D (one (1)), and the OCF Fair Elections Planning Committee (one (1)), and continued to use its social media platforms to keep the public informed of the Inaugural Debates scheduled in September 2020 for the city-wide contests in the November 3, 2020 General Election, as well as to communicate other information of interest to the District Residents relative to the activity in the Campaign Finance Office, including community appearances, filing deadlines, and the availability of financial reports for review online.	
<b>Enforcement Program (3 Strategic initiatives)</b>				
Site Visits to Early Voting Centers and Election Precincts	The Office of the General Counsel will organize site visits to the Early Voting Centers and to at least ten (10) of the Election Precincts operated by the Board of Elections in each of the eight (8) Wards during the 2020 Primary Election for local elective offices in the District of Columbia, to observe campaign activity. The OCF staff will provide counsel where necessary, concerning the application of the Campaign Finance Laws.	Complete	During Q4, although the Agency continued to operate under a modified status due to the COVID 19 Pandemic, the Agency through its Public Information and Records management Division, remained available to field numerous inquiries from members of the public, the media, and registered entities concerning the reporting requirements, campaign literature disclaimers, and other campaign related issues that are typically raised during onsite visits to Early Voting Centers and Election Precincts.	
Petitions For Enforcement	The Office of the General Counsel will revise the OGC Standard Operating Procedures to improve the monitoring process for the referral of petitions to the Board of Elections to enforce OCF Orders where fines imposed by the Agency for the violation of the Campaign Finance Act, as amended, remain unpaid. The revision of the monitoring tool will ensure the timely submission of enforcement actions to the Board within sixty (60) days of the expiration of the period provided for the payment of fines, pursuant to 3 DCMR Section 3711.	Complete	Completed during Q1.	
Review of OCF Regulations and Forms	The Office of the General Counsel will draft and revise the OCF Regulations, Forms, Brochures, Campaign Finance Guide, and Filing and Training Calendars to fully implement the requirements of D.C. Law 22-250, the "Campaign Reform Amendment Act of 2018", effective March 13, 2019, as amended by Subtitle E, the "Fair Elections and Campaign Finance Reform Amendment Act of 2019", of Title 1, of D.C. Law 23-16, the "Fiscal Year 2020 Budget Support Act of 2019", effective September 11, 2019.	Complete	Completed Q1	
<b>Fair Elections Program (3 Strategic initiatives)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
FEP Expanded Educational Outreach	During FY 20, the Fair Elections Program Division will develop and employ Public Service Announcements, Videos, and Household Mailers to increase audience outreach and better inform District Residents about the new Fair Elections Program and any scheduled candidate debates. The Fair Elections Program is established in the Office of Campaign Finance and provides for the public financing of campaign operations.	Complete	During Q4, the Office of Campaign Finance placed advertisements for the Inaugural 2020 Debates held under the Fair Elections Act in the contested city-wide races on September 29, 2020 for the At-Large Member of the State Board of Education Seat, and on September 29th and 30th, 2020 for the At-Large Member of the DC Council Seats, on bus exteriors on various routes throughout the DC area, and on 15 area radio stations. Digital ads were placed on the internet, and press releases and information on the debates were published on the OCF Website at 2020dcdebates.com. There were 14 Partners affiliated with the 2020 DC Debates. The videos of the Debates were made available at the OCF 2020 Debates Website, www.2020dcdebates.com for viewing, through the November 3, 2020 General Election.	
Candidate Outreach	The Fair Elections Division will develop and offer monthly training and technical assistance to candidates on the effective use of the FEP E-Filing System which allows the user to upload required documents.	Complete	During Q4, the Office of Campaign Finance continued on each deadline for the filing of financial reports, to offer technical assistance to users on the use of the FEP E-Filing System to report campaign activity. Sixty-four (64) FEP principal campaign committees successfully and timely filed their Reports of Receipts and Expenditures during Quarter 4. Overall, during FY 20, approximately 303 financial reports were filed in the FEP, and desk reviewed, with 77 Requests for Additional Information issued. Each contribution reported was verified for compliance with the reporting requirements. The FEP initiated 14 post-election audits following the June 2020 Primary and Special Elections, which are ongoing of all participating ballot candidates who were unsuccessful.	
The FEP Debate Program	The Fair Elections Act establishes a debate requirement for each contested election in an election cycle for the at large covered offices. The Fair Elections Program will develop a Debate Program within the Division for the conduct of debates in city wide elections where the elections are contested, involve more than one participating candidate in the Fair Elections Program, or any candidate who has qualified for ballot access who is not a participating candidate, and has consented to participate in a debate. The first potential debate will be for citywide candidates participating in the Fair Elections Program in the June 2, 2020 Primary Election. The debates will provide voters with the opportunity to hear directly from candidates on issues that are important to residents of the District of Columbia.	Complete	During Q4, the Office of Campaign Finance hosted the Inaugural 2020 DC Debates under the Fair Elections Program in a virtual format for the November 3, 2020 General Election contests for At-Large Member of the State Board of Education, on September 29th, 2020 (6 Candidates participated), and the At-Large Member of the Council of the District of Columbia, on September 29th, and 30th 2020 (18 Candidates participated). The 2020 Debates were live streamed at 2020dcdebates.com. All Candidates certified in the Fair Elections Program were required to participate in the Debates, and all Candidates who achieved ballot access in the Traditional Campaign Finance Program were invited to participate.	
<b>Public Information collection and dissemination online and onsite (1 Strategic Initiative)</b>				
Publication of Information at the OCF Website	During FY 20, the Office of Campaign Finance, as required by D.C. Law 22-250, the "Campaign Finance Reform Amendment Act of 2018", will upgrade the OCF E-Filing and Disclosure System to fully implement the amendments to the reporting requirements, including changes in contribution limits for certain committees, and to provide for the download and search of contributions and expenditures, sortable by street address, city, state, or the zip code of the contributor or payee. The Agency will continue to develop public reports for the disclosure of information and data germane to the Fair Elections Program.	Complete	During Q4, the Office of Campaign Finance completed Phase II of the E-Filing System for the Fair Elections Program. Phase II enables the public to sort, search, and retrieve contribution and expenditure data; and view registration disclosures, financial reports, quick statistics, and payout information. Users can upload expenditure documents into the OCF Database. The Administrative modules provide for the overall administration of the Program through applications which will store data pertinent to the audit process, payouts, filings, registrations, and the post-election reports.	