



OFFICE OF THE SECRETARY
FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the Office of the Secretary.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

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Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF THE SECRETARY OVERVIEW

Mission: The Office of the Secretary of the District of Columbia is the official resource for protocol, legal records, history, and recognitions for the public, governments, and international community.

Summary of Services: The Office of the Secretary of the District of Columbia consists of three offices and two units. The Office of Notary Commissions and Authentications (ONCA) commissions District of Columbia notaries and authenticates documents for domestic and foreign use. The Office of Documents and Administrative Issuances (ODAI) publishes the DC Register and the DC Municipal Regulations. The Office of Public Records and Archives manages the District of Columbia Archives, Records Center and the Library of Government Information. The Ceremonial Services Unit is responsible for processing all requests for ceremonial documents. The Protocol and International Affairs Unit manages the Sister City program and serves as the liaison between the Executive Office of the Mayor and the diplomatic community in Washington.

Objectives:

1. Promote the District of Columbia and its history
2. Notary and Authentication
3. Support and Outreach
4. Access to Records
5. Services
6. Efficient, Transparent, and Responsive Government

Activities:

1. Ceremonial documents for constituents
2. Authenticate documents for international and domestic use
3. Commission the notaries
4. Serve as liaison with diplomatic community in DC
5. Manage District government records
6. Library of Government Information
7. Publish the DC Register and the DC Municipal Regulations
8. DC Democracy Grant

3 OBJECTIVES

3.1 PROMOTE THE DISTRICT OF COLUMBIA AND ITS HISTORY

Promote the District of Columbia and its rich history to local, national and international communities through events and initiatives while supporting the quest for DC democracy.

No Related Measures

3.2 NOTARY AND AUTHENTICATION

Provides customer friendly and efficient processing of notary commissions and the authentication of documents signed by District notaries for domestic and foreign use.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of customer served	Outcome	Up is Better	30,000	19,500	12,200
Number of documents authenticated	Quantity	Up is Better	50,000	57,200	56,800
Number of notary application processed (excludes government employees)	Quantity	Up is Better	1,700	3,417	1,700

3.3 SUPPORT AND OUTREACH

Provide support and outreach services to the diplomatic and international communities.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of ambassador welcome letters sent within three months of start of new term	Outcome	Up is Better	No data available	Data is pending	100%

3.4 ACCESS TO RECORDS

Provides meaningful access to records of the District government to members of the public and District employees through prompt customer service, accurate arrangement and description of collections, and appropriate retention and preservation of historic documents.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of records entered into the collections management system	Quantity	Neutral	2,182	6	5
Percent of agencies in regular communication with OPR, where regular communication is defined by attendance at OPR-hosted meetings or trainings, active use of the Naylor Court or Federal Records Center, and email or phone communication with OPR staff members	Outcome	Up is Better	60%	52.17%	50%
Percent of agencies with a retention schedule updated or reviewed within the fiscal year	Outcome	Up is Better	20%	40.22%	40%
Percent of records requests fulfilled within five business days	Outcome	Up is Better	70%	69.99%	60%

3.5 SERVICES

Provide timely technical, professional and other legal services to the Mayor, District of Columbia agencies, and general public in order to give and/or have official notice of all proposed and adopted legal mandates.

No Related Measures

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	0%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	62.07%	55.56%	No Target Set

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	0%	50%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	33.33%	0%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	No incidents	No Target Set

4 ACTIVITIES

4.1 CEREMONIAL DOCUMENTS FOR CONSTITUENTS

The Ceremonial Services Unit is responsible for processing all requests for ceremonial documents from the Mayor.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of ceremonial documents prepared	Quantity	Up is Better	729	874	*

*Specific targets are not set for this measure

4.2 AUTHENTICATE DOCUMENTS FOR INTERNATIONAL AND DOMESTIC USE

The Office of Notary Commissions and Authentications (ONCA) in the Office of the Secretary authenticates documents for domestic and foreign use.

No Related Measures

4.3 COMMISSION THE NOTARIES

The Office of Notary Commissions and Authentications (ONCA) approves and commissions individuals as DC notaries public.

No Related Measures

4.4 SERVE AS LIAISON WITH DIPLOMATIC COMMUNITY IN DC

The Protocol and International Affairs Unit is the District government's primary liaison with the diplomatic and international community for both substantive and ceremonial matters.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of diplomatic and delegation meetings	Quantity	Neutral	73	295	*
Percent of National Day letters written versus number of National Days	Outcome	Up is Better	100%	98.18%	*

*Specific targets are not set for this measure

4.5 MANAGE DISTRICT GOVERNMENT RECORDS

The District of Columbia Records Center collects and stores both permanent and temporary records of the District government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of on-site researchers served	Quantity	Neutral	209	318	*
Number of publications added to the Library of Government Information	Outcome	Up is Better	5	2	*
Number of records requests received	Quantity	Neutral	3,760	2,689	*
Volume of records accessioned to the DC Archives	Quantity	Neutral	18	103.22	*

*Specific targets are not set for this measure

4.6 LIBRARY OF GOVERNMENT INFORMATION

The Library of Government Information collects, stores and maintains studies, reports, monographs, periodicals, circulars printed materials, books and other publications printed on or about the District government.

No Related Measures

4.7 PUBLISH THE DC REGISTER AND THE DC MUNICIPAL REGULATIONS

The Office of Documents and Administrative Issuances provides prompt preparation, editing, printing and publication of the District of Columbia Register and the District of Columbia Municipal Regulations.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of administrative issuances processed	Outcome	Neutral	155	219	*
Number of rulemakings processed	Outcome	Neutral	203	177	*

*Specific targets are not set for this measure

4.8 DC DEMOCRACY GRANT

The Office of the Secretary has limited authority to issue competitive grants to non-profit organizations to promote District of Columbia self-determination, voting rights and/or Statehood.

No Related Measures

5 PROJECTS

5.1 DEVELOP AND IMPLEMENT A SERIES OF TRAINING WORKSHOPS FOR DC GOVERNMENT RECORDS OFFICERS

Proposed Completion Date: September 30, 2025

The Public Records Center staff will develop a series of training workshops for DC Government Records Managers. This series will train records managers in the work of records management. It will also include training sessions on the processes of the Office of Public Records. This initiative will ensure that new and established records managers are aware of their role in records management and aware of updated processes.

5.2 ADDING AN ADDITIONAL 5,000 RECORDS TO OPR DIGITAL ARCHIVE

Proposed Completion Date: September 30, 2025

OPR staff will scan and create metadata for 5,000 records to be added to our digital archive. This will increase accessibility to our collection.

5.3 DEVELOP A TENTATIVE PLAN FOR THE MOVE OF OPR COLLECTIONS HELD AT THE NAYLOR COURT FACILITY AND NATIONAL ARCHIVES FACILITIES TO THE SOON TO BE COMPLETED OPR FACILITY IN VAN NESS.

Proposed Completion Date: September 30, 2025

OPR staff will work with our move contractor to develop a comprehensive plan for the careful movement of archival records from our current facilities into the newly constructed OPR facility in Van Ness.

5.4 ONCA IMPLEMENT REMOTE NOTARIZATIONS.

Proposed Completion Date: September 30, 2025

The Council passed the legislation to implement remote notarizations – to allow notaries to notarize documents via electronic and audio-visual technology.

5.5 DCMR REVIEW AND UPDATE

Proposed Completion Date: September 30, 2025

This is a multi-year project. OS will begin to review the online DCMR to determine obsolete chapters and sections. ODAI staff will develop a plan to effectively pursue this project in stages.

5.6 DCREGS WEBSITE REVIEW AND TECHNICAL ADJUSTMENTS

Proposed Completion Date: September 30, 2025

This is a multi-year project. ODAI will continue to review the functionality of the website and where necessary suggest revisions or adjustments to OCTO.