

OFFICE OF CAMPAIGN FINANCE

FY 2027 PERFORMANCE PLAN

NOVEMBER 10, 2026

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Office of Campaign Finance.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily 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 composed 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 in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

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"
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"

(continued)

Measure Type	Measure Description	Example
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"

Targets: 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. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or 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 CAMPAIGN FINANCE OVERVIEW

Mission: The mission of the Office of Campaign Finance (OCF) is to regulate and provide public disclosure and transparency to protect and ensure public trust in the integrity of the election process and government service.

Summary of Services: The Office of Campaign Finance processes and facilitates the public disclosure of financial reports, which are required by law to be filed with the OCF. OCF also performs desk reviews, contribution verification, and develops statistical reports and summaries of the financial reports; encourages voluntary compliance by providing information and guidance on the application of the District of Columbia Campaign Finance Act of 2011 (the Act), as amended, through educational seminars, interpretative opinions, and the OCF Web Site; and enforces the Act through the conduct of audits, investigations, and the informal hearing process.

Objectives:

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.
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
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
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
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
6. Efficient, Transparent, and Responsive Government

3 OBJECTIVES

3.1 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Efficiency	Percent of Interpretative Opinions issued within thirty (30) days	Up is Better	0.5%	No Target Provided	100%	**No Target Provided**
Efficiency	Percent of expedited advice for time-sensitive election related matters issued within fifteen (15) days of request	Up is Better	100%	No Target Provided	100%	**No Target Provided**
Efficiency	Percent of informal hearings conducted and closed before the next filing deadline	Up is Better	100%	No Target Provided	100%	**No Target Provided**

3.2 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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Percent of new candidates and treasurers who receive mandatory training	Up is Better	100%	No Target Provided	100%	**No Target Provided**

3.3 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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Efficiency	Percent of financial reports reviewed, evaluated, and analyzed before the next filing deadline	Up is Better	100%	No Target Provided	100%	**No Target Provided**
Efficiency	Percent of periodic random audits conducted within sixty (60) days of initiation	Up is Better	3.85%	No Target Provided	100%	**No Target Provided**

3.4 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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	Percent of financial reports filed electronically	Up is Better	100%	Target not required	100%	**Target not required**

3.5 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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Efficiency	Percent of Base Amount and Matching Payments authorized for disbursement within five (5) business days of the certification of a candidate into the Fair Elections Program	Up is Better	100%	Target not required	100%	**Target not required**
Efficiency	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	Up is Better	5.66%	Target not required	100%	**Target not required**
Efficiency	Percent of matching payments directed for disbursement to participating candidates within five (5) business days after the receipt of financial reports	Up is Better	100%	Target not required	100%	**Target not required**

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Outcome	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	Up is Better	50%	Target not required	33.33%	**Target not required**
Outcome	Percent of eligible employees in the agency that have an active performance plan for the fiscal year	Up is Better	New in 2027	New in 2027	New in 2027	**New in 2027**
Outcome	Percent of employees that are District residents	Up is Better	38.89%	Target not required	38.24%	**Target not required**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	50%	Target not required	No data available	**Target not required**
Outcome	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 (eRecruit)	Up is Better	50%	Target not required	No data available	**Target not required**
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	100%	Target not required	No incidents	**Target not required**
Efficiency	Percent of investigative matters closed within ninety (90) days of opening	Up is Better	100%	Target not required	100%	**Target not required**

4 ACTIVITIES

4.1 AUDIT PROGRAMS

The Audit and Compliance Division conducts audit analysis and reviews of all financial reports and statements filed in the Traditional Campaign Finance Program and 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Total number of financial reports reviewed, evaluated, and analyzyed for the reporting period	Up is Better	614	Target not required	1,085	**Target not required**
Quantity	Total number of periodic random and full field audits completed by the Audit Division	Up is Better	16	Target not required	12	**Target not required**

4.2 FAIR ELECTIONS PROGRAM

The Audit and Compliance Division authorizes public financing to candidates who elect to participate in the Fair Elections 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Total number of candidates certified as participating candidates in the Fair Elections Program	Neutral	3	Target not required	25	**Target not required**
Quantity	Total number of pre-election and post election audits completed by the Fair Elections Division	Neutral	34	Target not required	15	**Target not required**

4.3 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Total number of mandatory training conferences conducted	Neutral	27	Target not required	195	**Target not required**

4.4 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Total number of informal hearings conducted	Neutral	128	Target not required	73	**Target not required**
Quantity	Total number of Interpretative Opinons and Expedited Advice issued	Up is Better	15	Target not required	20	**Target not required**
Quantity	Total number of investigations completed within 90 days	Up is Better	3	Target not required	11	**Target not required**

4.5 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 candiates 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.

Measure Type	Measure	Directionality	FY2025	FY2026 Target	FY2026	FY2027 Target
Quantity	Total number of financial reports filed	Up is Better	1,246	Target not required	927	**Target not required**
Quantity	Total number of financial reports filed electronically	Up is Better	1,246	Target not required	885	**Target not required**