



FY12 PERFORMANCE PLAN

Attorney General, Office of the

MISSION

The mission of the Office of the Attorney General (OAG) is to enforce the laws of the District of Columbia and to provide legal services to the District of Columbia government.

SUMMARY OF SERVICES

OAG is charged with conducting the District's legal business. To discharge these duties, OAG is divided into ten Divisions: the Office of the Solicitor General; Child Support Services; Civil Litigation; Commercial; Family Services; Health and Human Services; Legal Counsel; Public Safety; Personnel, Labor and Employment; and Agency Management. OAG represents the District in virtually all civil litigation, prosecutes certain criminal offenses on the District's behalf and represents the District in a variety of administrative hearings and other proceedings. In addition, OAG is responsible for advising the Executive Office of the Mayor, the D.C. Council, the D.C. Courts, various Boards and Commissions, for reviewing legislation and regulations, and for supervising lawyers working in the general counsel offices of 28 agencies. All told, the Attorney General supervises the legal work of about 350 attorneys and an additional 350 administrative/professional staff.

Performance Plan Divisions

- Child Support Services Division
- Civil Litigation Division
- Commercial Division
- Family Services Division
- Public Interest Division
- Legal Counsel Division
- Office of the Solicitor General
- Personnel, Labor and Employment Division
- Public Safety Division
- Agency Management



Child Support Services Division

SUMMARY OF SERVICES

CSSD is charged with establishing, modifying and enforcing child support obligations, including medical support. Part of this work includes the establishment of paternity so the father of the child is known. CSSD is comprised of the Office of the Director and four sections: Legal Services; Fiscal Operations; Systems and Automation and Policy, Outreach and Training.

To provide Child Support Services to citizens of the District to enhance the lives of all District children.

OBJECTIVE 1: Child Support

The objective of the Child Support Services Division is to Increase the percentage of out-of-wedlock births with paternity established for children in foster care cases; Increase the amount of children and parents receiving child support by increasing the number of child support orders established; Improve customer service and increase customer access to child support case information by expanding on-line and automated child support services; and Reduce the poverty level of non-custodial parents by establishing an employment services initiative.

INITIATIVE 1.1: Foster Care Paternity Establishment

To increase the percentage of out-of-wedlock births with paternity established in the District of Columbia, During FY 2012, the CSSD will initiate a partnership with the OAG Child Protection Section to address child support issues in child abuse and neglect cases. CSSD will begin attending abuse and neglect court proceedings to establish paternity in foster care cases. The initiative will be successful if the CSSD is able to establish paternity for 200 children in foster care in FY 2012.

INITIATIVE 1.2: NCP Employment Services Program

In an effort to decrease unemployment in the District of Columbia, the CSSD is implementing a Non-custodial Parent Employment Program. In FY 2012, the Office of the Attorney General Child Support Services Division (CSSD) would like to launch a job readiness program to help non-custodial parents (NCPs) who are unable to pay child support due to unemployment or underemployment. The program would provide job readiness training, job placement and retention services to NCPs. CSSD will partner with a contractor that has significant employment and training experience assisting “hard-to-serve” individuals who are unemployed or underemployed. The FY 2012 goal is to enroll 250 NCPs in the first year of operation. The program will feature a specific plan of action for each NCP participant to make sure obligors have the best opportunity to obtain permanent and sustainable employment. The plan of action for each NCP is to receive the following services: (1) Recruitment; (2) Assessment; (3) Workforce Training; (4) Case Management; (5) Job Placement; (6) Job Training (7) Child Support Guidance and (8) Data Management.

INITIATIVE 1.3: AVR Call Back Assist

In an effort to improve customer service and reduce wait times in FY 2012 CSSD will launch the call back assist feature on the interactive voice response (IVR) application. The Callback Assist (CBA) feature allows for CSSD customers to effectively keep their place in the call



queue without having to stay on the phone. The CBA feature is offered to customers when specific, configurable criteria are met. If a customer chooses to accept the CBA offer, they are prompted for some information that is either spoken into their telephone, or entered through the phone's keypad. This feature is especially helpful during situations where there is either high call volume, low agent availability, or both. The CBA feature will reduce customer wait times, improve customer service and increase parental involvement in child support cases. The FY 2012 goal is to assist 1,000 customers using the CBA feature.

PROPOSED KEY PERFORMANCE INDICATORS - Child Support Services Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
Paternity Establishment Percentage	88.13%	90%	80.05%	85%
# of non-custodial parents enrolled in employment services program	263	200	251	255
# of parents newly registered to access their on-line payment histories.	1240	1000	1708	1500
# of Child Support Orders Established	2,347	2679	2254	2350



Civil Litigation Division

SUMMARY OF SERVICES

The Division defends the District of Columbia in civil actions brought in the Superior Court and the United States District Court. The Division also prosecutes enforcement actions and consumer protection cases on behalf of the citizens of the District.

OBJECTIVE 1: The Civil Litigation Division objective is to provide the District of Columbia, its agencies and its employees a defense in civil litigation that is filed in the Superior Court of the District of Columbia and in the United States District Court for the District of Columbia.

INITIATIVE 1.1: Convert the opening of new Civil Litigation Division case files (with the exception of class action cases and emergency matters such as motions for a temporary restraining order and/or preliminary injunction) to a paperless process to increase efficiency of case assignment and tracking of status of all filed cases.

During FY 2012, the Civil Litigation Division will convert to a paperless system of opening new case files and assigning them to supervisory attorneys for further handling by Assistant Attorneys General. This initiative will shorten the time within which case assignments are made in order to assure that the District's legal rights are fully and timely protected. An on-line file opening system also will facilitate tracking the status of matters to ensure a full defense, and when a case is closed, appropriate closure. The initiative further will decrease the use of paper and other supplies. The purpose of the initiative is to increase efficiency of the assignment process to ensure an appropriate and timely defense, save the costs of attorney time, and the expense of paper and other related supplies, all of which will result in a cost savings for the citizens of the District. This initiative will be successful if 80% of all cases are paperless in the 4th Quarter of the fiscal year.

INITIATIVE 1.2: Initiate a quarterly review of all closed special education cases in the Civil Litigation Division to explore ways to increase the closure rate of pending Public School System special education cases.

During FY 2012, the Civil Litigation Division will initiate a quarterly review of all closed special education cases in the Division. This review will consist of the assigned attorney and a manager meeting and reviewing a list of all special education cases closed in the Prolaw matter management system. The purpose of this initiative is to improve the number of Public School System special education cases closed by the Division and to determine if similar methods of resolution may be used to increase the closure number of pending and future special education cases. This will result in consistent administration of justice and increased resolution of cases involving special needs children of the District of Columbia. Successful completion of the initiative also will result in an increase in the number of cases closed by the Division. This initiative will be successful if during the 4th Quarter of the fiscal year there is a review in 80% of each closed Public School special education case.

INITIATIVE 1.3: Initiate a quarterly review of all settled cases to assure that settlement payments are timely processed and payments made.



During FY 2012, the Civil Division will review on a quarterly basis all cases that are settled to assure that the appropriate paper work to obtain payment is submitted within ten (10) business days of the execution of all necessary settlement documents. The Division also will review settled cases to confirm the timely transmission of payment to the settling party. The purpose of this initiative is to ensure that the District meets its obligations timely, assures proper budgeting for settlements, and avoids potential future litigation for failure to comply with a settlement agreement. This initiative will result in savings to the District in the budget process and in avoiding the costs of further litigation against the District. This initiative will be successful if during the 4th Quarter of the fiscal year at least 75% of all payments are submitted within 10 business days of settlement.

Affirmative and Defensive Litigation

PROPOSED KEY PERFORMANCE INDICATORS — Civil Litigation Division¹

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
# of Civil Litigation Closed Cases	289.00	300.00	304.00	310
% of completed settled cases submitted within 10 business days of receipt of all required forms for payment	n/a	n/a	n/a	75% ²
# of closed Public School System Special Education cases closed per attorney FTE	n/a	n/a	n/a	15

¹ Due to an office reorganization effective August, 2011, the Civil Litigation no longer encompasses the function measured in prior KPI for Civil Enforcement Section, Public Advocacy Section of the Equity Section.

² During a reorganization of the Office of the Attorney General the structure and responsibilities of the CLD were changed such that only one of the prior measures for CLD was applicable for 2012. Therefore, new measures had to be constructed. They are included herein.



Commercial Division

SUMMARY OF SERVICES

The Division provides legal advice and litigation support to the District of Columbia government in the areas of tax collection, real property, and other commercial transactions, economic development and municipal finance.

OBJECTIVE 1: The Commercial Division objectives are to:

Provide legal advice and transactional and litigation support to the District Government in the core areas of community and economic development, real estate, procurement, tax and finance, land use and public works, and bankruptcy.

- Provide legal assistance to District agencies with respect to land use planning, zoning, historic preservation, transportation, and the use of public space.
- Provide legal advice and representation to various D.C. agencies and offices on matters relating to public infrastructure development, government operations, including office leasing and development of government facilities, and economic development, primarily supporting the District's economic development priorities and government operations, and eliminating slum and blight.
- Provide legal advice and representation in all matters relating to taxation, including real property tax assessment and collection, and District finances, including the issuance of general obligation, revenue and tax increment financing bonds, and other aspects of financing development projects.
- Provide representation of the District in affirmative litigation relating to property acquisition, such as condemnation by eminent domain and enforcement of delinquent real property taxes by foreclosure, and seek to collect revenues due the District from individuals and entities in bankruptcy.
- Provide legal sufficiency reviews of all proposed contract actions that require Council approval under the Home Rule Charter, legal advice to the District's Chief Procurement Officer and contracting officers regarding procurement law and regulations as they apply to the award District contracts and other related procurement issues, and represent the District before the District of Columbia Contract Appeals Board in bid protests.

INITIATIVE 1.1: In conjunction with the Office of Tax & Revenue and the Office of the Chief Financial Officer, revise the tax sale regulations to provide for clarification on the tax sale process including procedures for redeeming properties sold at tax sale.

During FY 2012, the Tax & Finance Section of the Commercial Division will institute, in conjunction with OTR/OCFO, a revision of the current tax sale regulations which have been in existence for 10 years and frequently criticized by the courts reviewing them. The purpose of this initiative is to revise the tax sale regulations to make them clear, unambiguous and readily understandable by the public-at-large. This initiative will be considered successful if



the Tax & Finance Section is able to have OTR publish amendments and clarifications to the tax sale regulations.

INITIATIVE 1.2: In conjunction with the Department of Housing & Community Development and the Office of Tax & Revenue, seek to acquire more bid-off properties for disposition by DHCD to place back on the tax rolls.

During FY 2012, the Land Acquisition & Bankruptcy Section of the Commercial Division will initiate, in conjunction with DHCD and OTR, a concerted effort to acquire a larger portion of tax sale “bid-off” properties for disposition to the private sector for ultimate development and return to the tax rolls. This will entail a commitment by DHCD to fund the acquisition of these properties via the tax sale foreclosure process which requires funding for title reviews, service of process, and other incidental costs associated with tax sale litigation. The ultimate goal is to acquire insurable title to these properties and then convey them to the private sector for development and return to the tax rolls. It will also help alleviate slum and blight. This initiative will be considered successful if the number of bid-off properties acquired by the District in FY 2012 exceeds by 25% the average number of properties acquired in each of the preceding five fiscal years.

INITIATIVE 1.3: In conjunction with the Office of the Chief Procurement Officer, provide additional training opportunities to contracting and procurement staff.

During FY 2012, the Procurement Section will facilitate at least two training sessions in government contracting and procurement law to enhance the performance of contracting and procurement personnel in the Office of the Chief Procurement Officer. The initiative will be considered successful if the two training sessions are conducted and the attendees deem the training sessions worthwhile and informative.

PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
% of Legal sufficiency reviews performed by Land Use and Public Works Section timely completed.	73%	85%	90%	87.5%
% of Real Estate Transactions Section transactional documents prepared and/or reviewed for legal sufficiency within 60 days.	96%	95%	94%	95%
# of litigation successes by the Tax and Finance Section per FTE	14.4	15	27	20



Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
% of litigation success by the Land Acquisition and Bankruptcy Section ³ .	94.82%	90.00%	95%	92.5%
% of Procurement Section non-emergency procurement reviews completed within 60 days ⁴	94%	90.00%	95%	92.5%

³ Due to a reorganization of responsibilities by OEM, the Economic Development Section is no longer associated with the Commercial Division. This necessitated replacement of a KPI for this Division. This is a new reported measure, even though the Division has previously kept this measure internally.

⁴ See ftnt. 3.



Family Services Division

SUMMARY OF SERVICES

The Division provides litigation services to the District of Columbia Child and Family Services Agency and Adult Protective Services.

OBJECTIVE 1: To ensure safety, permanency and well-being of allegedly neglected children, and to seek guardianships or conservatorships for allegedly neglected, abused or exploited vulnerable adults.

In addition, the domestic violence section represents individuals to seek a Civil Protection Order or to prosecute the violation of Temporary Protection Orders or Civil Protection Orders issued by the Domestic Violence Court of the District of Columbia; and the mental health section represents the Department of Mental Health prosecuting mental health involuntary detention, civil commitment and guardianship matters.

INITIATIVE 1.1: Collaborate with CFSA to ensure compliance with Fostering Connections to Success requirement to engage all extended family resources when children are placed in foster care

During FY 2012, Child Protection AAGs will ensure that a copy of any Family Team Meeting Plan developed after a child is removed from their parents home is filed with the court. The AAG will then follow up in preparation for the Disposition Hearing in the case to ensure that the social worker has attempted to contact all identified extended family members, and to ensure that, when necessary a referral is made to diligent search to identify and locate additional extended family members. This initiative will be considered successful if the number of children placed in approved kinship placements increases by 15% over the course of the fiscal year.

INITIATIVE 1.2: Identify fathers and establish paternity when neglect matters are initiated

During FY 2012, the FSD will coordinate with CSSD to implement a system for referring all new cases to CSSD for establishment of paternity and consideration of the appropriateness of seeking child support. Efforts to identify and engage fathers in neglect matters will be ongoing throughout the life of the case. The initiative will be considered successful if the agency establishes paternity in at least 200 cases during the course of FY 2012.

INITIATIVE 1.3: Provide representation to victims of stalking and sexual assault

The office has received a grant in FY 2012 to provide assistance to victims of stalking and sexual assault, in order to ensure that this particularly vulnerable population receives the support they need to successfully obtain the protection of the court through a CPO. This new initiative will be successful if our office is able to offer representation to at least 50% of all cases screened for OAG representation involving stalking victims and 50% of all cases screened for OAG representation involving sexual assault victims.



PROPOSED KEY PERFORMANCE INDICATORS — Family Services Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
% of favorable resolution in all cases which reach adjudication in the division.	99.00%	97.5%	98 %	98%
% of children whose first permanency hearing is held within 12 months of the child's entry into foster care.	88.5%	90%	90.8%	91%
% of cases filed for termination of parental right by the Child Protection Sections within 45 days of the child's goal becoming adoption.	92.5%	92.5%	88.5%	90%
Successfully resolved criminal contempt motions handled by the Domestic Violence Section per FTE per quarter.	4.38	4.5	4.24	4.5



Public Interest Division

SUMMARY OF SERVICES

The Division provides litigation support to collect debts owed the District of Columbia, defend equitable law suits, uphold agency regulations and protect consumers.

OBJECTIVES 1: The Public Interest Division seeks through civil and administrative litigation to protect both the general public and the District from violations of the District's laws and regulations, to collect funds owed to the District, and to defend the District, its agencies, and officials in a variety of civil litigation, including individual and systemic constitutional and statutory challenges to its laws, regulations, policies and procedures.

INITIATIVE 1.1: Close more Civil Enforcement cases prior to litigation to reemphasize collection of money owed the District of Columbia.

During FY 2012, the Civil Enforcement Section of the Public Interest Division will institute a pre-drafting review of all referred cases to determine if cases can be settled prior to the commencement of litigation or an enforcement action. CES attorneys will be tasked with obtaining full recovery or to seek terms that are as favorable to the client agency as is possible. This review will include a minimum of one contact, where possible, with the opposing party in the potential action. The purpose of this initiative is to redistribute limited resources to allow a greater emphasis on collection of money owed the District of Columbia by reducing the non-monetary litigation of the Civil Enforcement Section. The intended benefit is to save taxpayer dollars by avoiding litigation or prosecutions and the costly expenses associated therewith. This initiative will be considered successful if the Civil Enforcement Section settles at least 65 cases without the need of filing an action.

INITIATIVE 1.2: Redesign and augment OAG's website content to support the Public Advocacy Section's consumer education, complaint intake, and law enforcement work.

During FY 2012, the Public Advocacy Section of the Public Interest Division will develop new material for OAG's website pertaining to each of the Section's five enforcement areas: consumer protection, antitrust, civil false claims, charities, and tobacco. For each enforcement area, the website will describe relevant laws and regulations (with appropriate links to related materials on other websites), provide examples of common violations, list recent OAG enforcement actions (with links to press releases), and make available an electronic form for reporting suspected violations. In addition, the new material will include general consumer education. Successful completion of this initiative will result in an increase in the number of consumer complaints and other reports of suspected law violations submitted electronically to the Section.

INITIATIVE 1.3: Document Management

During FY 2012, the Equity Section of the Public Interest Division will increase the number of cases where it uses the document management database ("Concordance") to increase organization, track discovery received from relevant agencies, and promote in-depth discovery consistent with the rules of civil procedure. Successful completion of this



initiative will result in 75% of all attorneys and staff receiving training in Concordance and discovery for Concordance.

PROPOSED KEY PERFORMANCE INDICATORS — Public Interest Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
\$ Collected by the Civil Enforcement Section per Attorney FTE	\$101,413.00	\$103,000.00	\$144,267.11	\$130,000
\$ Collected by the Public Advocacy Section excluding Tobacco Settlement	\$2,418,052.00	\$2,700,000.00	2,611,640.60	\$2,700,000
# of Closed Cases in the Equity Section ⁵	82.00	85.00	76	40

⁵ Due to a reorganization of responsibilities effective August 2011, one-half of the Equity Section's responsibilities were transferred to the Civil Litigation Division. This affected the number of closed case during the current fiscal year, and will substantially decrease the number of closed Equity Section cases during the entire next fiscal year.



Legal Counsel Division

SUMMARY OF SERVICES

The Legal Counsel Division provides legal research and advice as well as drafting of statutes and regulations for the EOM and the agencies.

OBJECTIVES 1: The Legal Counsel Division’s (“LCD’s”) objectives are to assist the Executive Office of the Mayor (“EOM”) and all agencies of the District government by providing legal research and advice, reviewing for legal sufficiency all enrolled bills presented for action by the Mayor, reviewing for legal sufficiency all draft Executive bills, rulemakings, Mayor’s Orders, and inter-agency MOUs, preparing Executive legislation and rulemakings, preparing formal opinions, legal memoranda, letters, and Office Orders for the Attorney General, and serving as attorney-advisor to the Advisory Neighborhood Commissions (“ANCs”).

INITIATIVE 1.1: Work with the Mayor’s Office of Police and Legislative Affairs (“OPLA”) to streamline the current procedures for legal and policy review of agency rulemakings.

During FY 2012, LCD will work with OPLA in an attempt to obtain the adoption of new and streamlined rulemaking review procedures. This initiative will be considered successful if new and streamlined written procedures for review of agency rulemakings are adopted by the end of the fiscal year.

INITIATIVE 1.2: Develop recommendations for a protocol to be approval by the Attorney General that would allow otherwise confidential legal memoranda by LCD that have significant interest and value to the public as legal precedent to be published on OAG’s webpage, after approval by affected agency clients.

Currently, LCD maintains an electronic database of all its legal memoranda and opinions dating back to the 1960’s – which consists of >22,000 documents and is updated monthly. This database is confidential and available as a research tool only to OAG staff. In order to assist the public in understanding the District government, to make the government’s operations more transparent, and to provide guidance on important legal issues, it is desirable to create a second database – a subset of the first – for public dissemination. During FY 2012, LCD will propose recommendations for the protocol necessary to establish the new database. The protocol would contain guidelines for: identifying memoranda that address legal issues of public interest and deciding whether to seek client agency waiver of the confidences and secrets in the memoranda. This initiative will be considered successful if the recommendations are adopted by the end of the fiscal year, at least in part, for implementation starting in Fiscal Year 2013.

INITIATIVE 1.3: Vet all Mayoral Nominees to the Council for Satisfaction of Statutory Qualifications Requirements.

During FY 2012, LCD, in association with EOM will vet every nominee’s qualifications with for satisfaction of statutory requirements and obtain LCD’s certification of legal sufficiency before the nominee is forwarded for confirmation. The EOM will provide LCD with a “fact



sheet” on each prospective nominee, which LCD will use to ensure that the prospective nominee complies with all qualification, licensing, residency, and other statutory requirements. This will benefit the District government and its citizens with timely and qualified appointments to District agencies, boards, and commissions. This initiative will be ongoing for the hundreds of nominations sent to the Council during the fiscal year and considered successful if no nominee is rejected as failing to meet statutory requirements.

PROPOSED KEY PERFORMANCE INDICATORS — Legal Counsel Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
# of rulemaking projects completed for client agencies.	50.00	50.00	36.00	40
% written assignments completed by deadline given by client agency, or 30 days if no deadline given.	99.00%	99.00%	99.04%	99%
# completed written assignment per FTE.	212.00	215.00	180	215
# of high-profile lawsuits directly assisted	20.00	20.00	15.00	20
# of written opinions issued to ANCs	25.00	25.00	17.00	20



Office of the Solicitor General

SUMMARY OF SERVICES

The OSG provides affirmative and defensive appellate litigation services to the District of Columbia government.

OBJECTIVE 1: The Office of the Solicitor General strives to provide the best possible representation to the District of Columbia government in matters before appellate courts, including the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the United States Supreme Court, and to provide guidance and expertise to other parts of the District of Columbia government that require advice in other matters that may reach appellate courts.

INITIATIVE 1.1: Review of transcripts of past performance at oral argument

During FY 2011, every Assistant Attorney General will obtain and review recordings of their oral arguments for training purposes. This critique should better preparation for the moot courts, and thus better preparation for the actual in court arguments. This should also improve over-all performance at oral argument. This initiative will be considered a success if the Office of the Solicitor General increases the percentage of successful resolutions in defensive appeals.

INITIATIVE 1.2: Meetings with other Divisions and General Counsel in preparation for Oral Argument

During FY 2011, every Assistant Attorney General attend at least one meeting with each division that litigates in the trial courts, and selected general counsels' offices, to discuss best practices for preparing for and handling appeals. This is designed to improve the performance of the Assistant Attorneys General by improving their familiarity with ancillary and usual procedures in the remainder of the OAG. This initiative will be considered a success if the Office of the Solicitor General increases the percentage of successful resolutions in defensive appeals.

INITIATIVE 1.3: Seminars on critical appellate practices or issues

During FY 2011, the Office of the Solicitor General will assign and publicize points of contact within the Office of the Solicitor General for select agencies who need guidance or on select topics of law. This initiative is designed to insure the proper appellate arguments are made before tribunals prior to any appeal taken, so as they are not waived during briefing of an appeal. By allowing the Office of the Solicitor General to make all available arguments in the appellate brief, this initiative is designed to improve the performance of the Office of the Solicitor General on Appeal. This initiative will be considered a success if the Office of the Solicitor General increases the percentage of successful resolutions in defensive appeals.



PROPOSED KEY PERFORMANCE INDICATORS — Office of the Solicitor General

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
% of favorable resolution in defensive appeals cases.	90%	91%	94%	92%
% of regular calendar arguments in which a moot court was held.	100.00%	95.00%	100.00%	100%
Motions for summary disposition filed per FTE	1.09	2.00	2	2.1



Personnel, Labor and Employment Division

SUMMARY OF SERVICES

The Division develops policy to attract, retain and develop highly qualified and productive workforce. The Division provides human resource services to the employees of OAG. The Division handled administrative agency contested personnel actions for the District.

OBJECTIVE 1: The Personnel Labor and Employment Division’s objective is to: defend agencies against administrative challenges to adverse actions, public sector workers’ compensation and discrimination claims; hire and retain excellent diverse attorneys and interns while maintaining a diverse environment; ensure no person is a victim of workplace discrimination; and provide meaningful training and professional development for all OAG employees.

INITIATIVE 1.1: Improve risk management and reduce the cost of administrative personnel litigation by increasing the processing time for those cases needing earlier resolution, thereby saving the client dollars in terms of monetary payouts and staff time.

During fiscal year 2012, the Personnel Labor Relations Section (PLRS) will research the area’s most litigated and provide one training session per quarter targeted on how to appropriately document the business justification for employment actions. PLRS will also provide early settlement recommendations, at least four per lawyer annually, to curtail expensive litigation. To gauge customer satisfaction, OAG will conduct surveys and other outreach to clients. This initiative will be considered a success if four training sessions are held regarding appropriate documentation for the business justification for employment actions.

INITIATIVE 1.2: Improve morale by creating a work atmosphere similar to the environment of organizations recognized as one of the country’s top 100 best places to work.

During fiscal year 2012, PLED will create a subcommittee of both labor and management which will study what makes a company/entity one of the top 100 places to work and jointly suggest at least four improvements on how OAG can reach those milestones. The initiative will be considered a success if there are four recommendations which are adopted in the Office of the Attorney General.

PROPOSED KEY PERFORMANCE INDICATORS — Personnel, Labor and Employment Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
# of attorneys who left the agency.	36	50	29	35
# of interns assisting attorneys and staff on an annual basis	224	225	256	250
# of in-house training hours taken per legal FTE	16.35	17.00	33.5	25



Public Safety Division

SCOPE OF SERVICES

The Public Safety Division prosecutes juveniles charged with law violations. The Division is also responsible for the prosecution of misdemeanor criminal charges within the jurisdiction of the Office of the Attorney General. The Division also protects neighborhoods by prosecution of nuisance property offenses, and assists victims of crimes through the Neighborhood and Victims Services Section.

OBJECTIVES 1: The objective of the Public Safety Division's three Sections (Juvenile, Criminal and Neighborhood and Victim Services) is to take appropriate legal action on behalf of the District of Columbia and to enforce District laws and regulations. Whether through civil or criminal prosecution to enforce the District's laws, the Division initiates legal claims to protect the public and to seek restitution, where applicable, for those who have been harmed—including the Government of the District of Columbia.

INITIATIVE 1.1: Re-establish the District's Alcohol Breath Testing Program and assist in writing the Breath Testing Manual.

The Criminal Division is working closely with MPD and the Office of the Chief Medical Examiner to ensure that the Alcohol Breath Testing Program is fully operational in FY 2012. This initiative will be considered successful if by the end of FY 2012 the results obtained from the District Breath Alcohol Instruments are admissible in court against suspected drunk drivers.

INITIATIVE 1.2: Identify individuals improperly claiming the District's Homestead deduction and referring those individuals to the Office of Tax and Revenue.

During this fiscal year the Neighborhood and Victim Services Section will initiate referrals to the Office of Tax and Revenue when it is discovered that individuals are improperly claiming the homestead exemption on properties that do not qualify for the exemption. The purpose of this initiative is to ensure that the proper fees and taxes are paid to the District of Columbia. Successful completion of the initiative will be at least 36 cases referred during FY 2012.

INITIATIVE 1.3: Refer at least 10% of eligible juvenile cases to the Family Court Mental Health Calendar

The Family Court has initiated a Mental Health Calendar to help ensure that juvenile respondents with mental health issue receive services. During fiscal year 2012 the Juvenile Section will identify and refer at least 10% of eligible juvenile cases to Mental Health Calendar. The purpose of this initiative is to further the goal of treatment and rehabilitation in the District while also protecting public safety. Successful completion of this initiative will be an overall referral rate of 10% of the eligible cases.



PROPOSED KEY PERFORMANCE INDICATORS — Public Safety Division

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection
# of Nuisance Property Prosecutions	24	25	11	15
Juveniles referred for rehabilitation	91.00%	91.00%	89%	90
Successful Criminal Cases per FTE	58.00	60.00	72	65