



## **FY 2013 PERFORMANCE PLAN Office of the Attorney General (OAG)**

### **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. 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**

The Office of the Attorney General operates through the following 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**

The Child Support Services Division (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.

### **OBJECTIVE 1: Provide child support services to enhance the lives of all District children.**

#### **INITIATIVE 1.1: Implement a pilot program to provide free paternity tests.**

To increase the percentage of out-of-wedlock births with paternity established in the District of Columbia, the CSSD will offer Acknowledgements of Paternity and Free DNA testing at designated locations throughout the city. Child support staff will come out to communities to provide these services to individuals who cannot come to the downtown office. The New Pilot entitled “Roll your Way into a Free DNA” will launch at the start of the new fiscal year. During the “Roll your Way into a Free DNA” kick-off CSSD will be giving customers gift cards from various merchants to assist parents with back to school shopping. The initiative will be successful if the CSSD is able to establish paternity in 90% of unwed births in the District of Columbia. Completion date: September 30, 2013.

#### **INITIATIVE 1.2: Implement a pilot program to provide walk-in child support assistance.**

To improve the case management of non -public assistance Interstate cases, the Agency will implement a pilot project that allows the customer to walk-in without an appointment and start their case. The Customer Care Waiting Room staff will be trained to open the case, interview the customer, prepare the petitions and forward the case to the appropriate jurisdiction. Customer Care staff will follow-up with the other jurisdiction to monitor for establishment and enforcement. This initiative will be successful if the Agency is able to reduce timelines for completing petitions and forwarding to the other jurisdiction in 45 days or less. Completion date: September 30, 2013.

#### **INITIATIVE 1.3: Improve the timeliness of responding to interstate cases.**

In FY 2013, the CSSD Director will implement a pilot project to improve the timelines of responding to interstate cases. All cases from other jurisdictions will be reviewed by the Director’s office. If additional information from the other jurisdiction is needed the Director’s Office will contact the jurisdiction and get the information. The case will be opened in the automated system by the Director’s Office and will be ready for filing before referring to caseworker. After many years of training CSSD Support Staff on these functions, it has been determined that they are unable to retain the information and successfully fulfill all of the steps for effective case management. This Pilot Project is designed to eliminate many of the tasks normally completed by the caseworker and increase establishment and collection of responding cases. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS – Child Support Services Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Paternity establishment percentage	80.5%	85%	NA	87.5%	88%	89%
Number of non-custodial parents enrolled in employment services program	251	255	NA	260	265	270
Number of parents newly registered to access their online payment histories	1,708	1,500	712	1,550	1600	1625
Number of child support orders established.	2,254	2,350	1,208	2350	2400	2425



## *Civil Litigation Division*

### **SUMMARY OF SERVICES**

The Civil Litigation Division defends the District of Columbia in civil actions brought in the Superior Court and the United States District Court.

### **OBJECTIVE 1: Defend the District of Columbia, its agencies, and employees in civil actions.**

#### **INITIATIVE 1.1: Implement a system to close all civil cases within 30 days of the date of last activity or date of transfer to the Solicitor General for appeal.**

During FY 2013, the Civil Litigation Division (CLD) will implement a tracking system to assure that the closed status of a case is accurately reported. This tracking system will be based on case activity (or absence of same). Accurate reporting of the status of closed cases will improve CLD's number of closed cases (KPI No. 1 – number of Civil Litigation Closed Cases) and assure that appropriate litigation steps are taken to close all cases. The tracking will focus on the absence of activity within 30 days of the last litigation action and/or the date a CLD case is sent to the Solicitor General's Office for appellate handling. The purpose of this Initiative is to improve efficiency in reporting and to conserve litigation resources spent determining the status of cases. This Initiative will be successful if, during the 4<sup>th</sup> quarter, 80% of all cases are closed timely after 30 days of inactivity or date of transfer to the Solicitor General. Completion date: September 30, 2013.

#### **INITIATIVE 1.2: Implement training for support staff to complete settlement paperwork to free line attorneys for substantive litigation matters.**

During FY 2013, the Civil Litigation Division will implement a training and development program to enable support staff to complete the necessary paperwork to obtain payments of civil actions that settle. This Initiative will improve CLD's number of completed settled cases submitted within 10 days of receipt of all required forms for payment (KPI No. 2 -- complete settlement paperwork within 10 business days of submission of full documentation). The purpose of this Initiative is to train support staff to perform administrative functions in connection with settlement paperwork so that attorneys, who currently perform these responsibilities, are freed to attend to substantive litigation. This will increase the efficiency of attorneys in performing their primary litigation duties. This Initiative will be a more cost effective division of time devoted by administrative support staff and attorneys. This Initiative will be successful if, during the 4<sup>th</sup> Quarter, 75% of the settlement paperwork is prepared by support staff. Completion date: September 30, 2013.

#### **INITIATIVE 1.3: Implement a system to download hearing transcripts in Special Education cases on litigation software (Concordance) to facilitate more efficient preparation of hearing records that must be filed with the federal court.**

During FY 2013, the Civil Litigation Division will implement a system to download voluminous administrative transcripts on available computer software, Concordance, to facilitate more timely preparation of hearing records that must be filed in Special Education litigation matters in federal court. This Initiative will improve the efficiency of filing voluminous records more promptly and thus result in greater disposition of Special Education



cases. Use of such computer software also will facilitate the ability to word search in the lengthy transcripts and aid in the preparation of the District's court filings. This will allow the District to advance the strongest legal arguments available. This Initiative will improve the number and timing of closed Special Education cases (KPI No. 3 –closing Special Education cases). This Initiative will be successful if, during the 4<sup>th</sup> Quarter, 75% of the voluminous Special Education transcripts are loaded on Concordance. Completion date: September 30, 2013.

**KEY PERFORMANCE INDICATORS — Civil Litigation Division**

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Number of civil litigation closed cases	304	310	419	330	335	340
Number of closed Public School System Special Education cases closed per attorney FTE	NA	15	13.6	20	22	24



## *Commercial Division*

### **SUMMARY OF SERVICES**

The Commercial Division provides legal services and advice for numerous core governmental functions, from the procurement of essential goods and services and acquisition of real estate through support of economic development efforts and government property management, to the financing of government operations through bonds and collection of taxes.

**OBJECTIVE 1: Provide 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.**

**INITIATIVE 1.1: Review and analyze the Zoning Commission's and Board of Zoning Adjustment's rules of procedure.**

During FY 2013, in conjunction with the Office of Zoning and the Office of Planning the Commercial Division will formulate and review changes to the Zoning Commission's and Board of Zoning Adjustment's rules of procedure. This will help achieve greater efficiency and transparency in the how those bodies conduct their hearing and meetings. Ultimately, this will inure to the benefit of the Land Use & Public Works Section by aiding it in timely completing its legal sufficiency reviews. Completion date: September 30, 2013.

**INITIATIVE 1.2: Investigate and implement a "cloud" service to share information between OAG and the Office of Tax and Revenue (OTR).**

During FY 2013, the Commercial Division will investigate and implement *SpiderOak* or other available "cloud" service to share documents with the Office of Tax and Revenue (OTR). The use of cloud technology will provide an easy, secure and consolidated free online backup, sync, sharing, access and storage solution for litigation and other materials. . Allowing both OTR and OAG to efficiently share and process information, particularly with respect to District's annual Real Property Tax Sale, and ensuing litigation, as well with respect to tax assessment data, will improve inter-agency coordination and efficiency. Completion date: September 30, 2013.

**INITIATIVE 1.3: Acquire more properties through tax sales for the Department of Housing and Community Development to develop and return to the tax rolls.**

During FY 2013 the Commercial Division will, in conjunction with DHCD and OTR, 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. DHCD must commit 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., This initiative will be considered successful if the number of bid-off properties acquired by the District in FY 2013 exceeds by 25% the average number of properties acquired in each of the preceding five fiscal years. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS – Commercial Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of Legal sufficiency reviews performed by Land Use and Public Works Section completed within 60 days.	90%	87.5%	84.8%	87.5%	88%	89%
Percent of Real Estate Transactions Section transactional documents prepared and/or reviewed for legal sufficiency within 60 days.	94%	95%	96.86%	95%	95.2%	95.5%
Number of litigation successes by the Tax and Finance Section per FTE	27	20	19.17	20	21	22
Percent of litigation success by the Land Acquisition and Bankruptcy Section.	95%	92.5%	98.65%	95%	95.2%	95.5%
Percent of Procurement Section non-emergency procurement reviews completed within 60 days.	95%	92.5%	97.14%	95%	95.2%	95.5%



## *Family Services Division*

### **SUMMARY OF SERVICES**

The Family Services Division works on behalf of the District's most vulnerable citizens, including abused and neglected children, domestic violence victims, and incapacitated adults who are being abused or who are self-neglecting. The Division also provides representation to the Department of Mental Health and the Department of Disability Services in Family Court, admission hearings, commission hearings, annual reviews, and guardianship hearings.

**OBJECTIVE 1: Reduce the risk of harm and protect the rights of: children at risk for abuse and neglect; domestic violence victims; and incapacitated adults who are being abused or who are self-neglecting.**

#### **INITIATIVE 1.1: Educate the public on the civil commitment process for individuals with mental illness.**

The purpose of this initiative is to expand community awareness of the civil commitment process for individuals with mental illness. Community forums will be held to educate the public on how to obtain mental health treatment for individuals who are refusing such treatment and may be at risk of injury to self or others because of the mental illness; the civil commitment process; and alternatives to civil commitment. This initiative will be considered successful upon completion of education forums in the top two wards in the District with the highest percentage of mental health referrals. Completion date: September 2013.

#### **INITIATIVE 1.2: Establish paternity in child support cases.**

During FY 2013, the Child Protection Section will coordinate with the DC Superior Court and the Child Support Services Division (CSSD) to employ new procedures for establishing paternity and implement a child support pilot project in two neglect courtrooms. The project will allow newly petitioned neglect cases to be referred to CSSD for establishment of paternity and support orders when appropriate. The initiative will be considered successful if the agency establishes paternity and/ or support in at least 100 cases during the course of FY 2013. Completion date: September 30, 2013.

#### **INITIATIVE 1.3: Implement new criminal contempt prosecution procedures in domestic violence cases.**

During FY 2013, the Family Services Division will work in cooperation with D.C. Superior Court and the United States Attorney's Office to ensure the most efficient and vigorous prosecution of violations of civil protection orders in domestic violence cases in light of the court's recent changes to how it handles these prosecutions. In order for this new initiative to be successful the Domestic Violence Section will review and make a prosecution determination on 100% of referrals within two weeks of receiving a referral from the court. Completion date: September 30, 2013.





### KEY PERFORMANCE INDICATORS — Family Services Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of favorable resolution in all cases which reach adjudication in the division.	98.00%	98%	94.96 %	95%	95.2%	95.5%
Percent of children whose first permanency hearing is held within 12 months of the child's entry into foster care.	90.8%	91%	95.56%	92%	93%	93%
Percent of cases filed for termination of parental right by the Child Protection Sections within 45 days of the child's goal becoming adoption.	88.5%	90%	92.39%	91%	91.5%	92%
Successfully resolved criminal contempt motions handled by the Domestic Violence Section per FTE per quarter.	4.24	4.5	5.4	4.75	4.8	4.85



## *Public Interest Division*

### **SUMMARY OF SERVICES**

The Public Interest Division is a new division created to provide litigation support to collect debts owed the District of Columbia, defend equitable law suits, uphold agency regulations and protect consumers.

#### **OBJECTIVE 1: Provide legal services and advice for complex and public interest litigation.**

##### **INITIATIVE 1.1: Increase collection efforts and civil and administrative prosecutions by educating district agencies about the Division's mission.**

To support its mission to protect the public and collect funds owed to the District, the Civil Enforcement Section (CES) of the Public Interest Division will reach out to agencies to increase awareness of the Section's mission. The number of cases referred to the Section has a direct impact on its collection totals, and an increased awareness of what the Section does will generate more referrals for civil and/or administrative enforcement. CES intends to accomplish this by directly contacting agencies, meeting with agency leadership, and consulting with its IT department about the placement of its services on the OAG website. Completion date: September 30, 2013.

##### **INITIATIVE 1.2: Enhance the process for reviewing citizen complaints to identify potential investigations and enforcement actions.**

The Public Advocacy Section of the Public Interest Division will develop a formalized process for reviewing citizen complaints and reports to identify potential legal actions pertaining to each of the Section's five enforcement areas: consumer protection; antitrust; civil false claims; charities; and tobacco. The process will include bi-weekly meetings of the Section's complaint response staff, to be attended by the Section Chief or a senior level Assistant Attorney General. This initiative will be responsive to the expected increase in citizen complaints and reports as a result of the FY 2012 initiative to enhance the portion of the OAG's website that pertains to the Public Advocacy Section. Successful completion of this initiative will contribute to an increase in the number of enforcement matters brought by the Section and in the Section's annual monetary recoveries from settlements and judgments. Completion date: September 30, 2013.

##### **INITIATIVE 1.3: Increase the use of the document management database.**

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 the use of Concordance for 90% of new cases where 5000 or more pages of discovery are expected. This will allow for more efficient case management, leading to faster resolution of cases. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS – Public Interest Division

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Dollar amount collected by the Civil Enforcement Section per Attorney FTE	\$114,267.11	\$130,000.00	\$123,843.70	\$130,000	\$131,000	\$132,000
Dollar amount collected by the Public Advocacy Section excluding Tobacco Settlement	\$2,611,640.00	\$2,700,000.00	2,673,005.88	\$2,700,000	\$2,725,000	\$2,725,000
Number of Closed Cases in the Equity Section	76.00	40.00	84	60	62	65



## *Legal Counsel Division*

### **SUMMARY OF SERVICES**

The Legal Counsel Division provides legal research and advice to the Executive Office of the Mayor (EOM), the Attorney General, department and agency heads, and occasionally, the Council of the District of Columbia; and drafts statutes and regulations for the EOM and the agencies. The Legal Counsel Division also determines legal sufficiency for legislation, rulemakings, Mayor's Orders, and inter-agency MOUs. In addition, the Division prepares formal opinions, legal memoranda, Office Orders for the Attorney General, and serves as an attorney-advisor to the Advisory Neighborhood Commissions.

**OBJECTIVE 1: Provide legal research and advice for the Executive Office of the Mayor, Office of the Attorney General, client agencies, and occasionally the Council of the District of Columbia.**

**INITIATIVE 1.1: Improve government transparency by increasing the number of legal opinions publicly available on the Office of the Attorney General website.**

The Office of the Attorney General maintains an electronic database of legal memoranda and opinions dating back to the 1960's. The database is updated monthly and consists of more than 23,000 documents. Currently, the database is confidential and available only to OAG staff as a research tool. In FY 2013, OAG will review five years of documentation to identify public interest memoranda and opinions. OAG will then determine if the documentation can be made public, or if a waiver will be required from the client agency. This initiative will be considered successful if, by the end of the fiscal year, five years of LCD memoranda have been reviewed and are ready for publication to the web. Completion date: September 30, 2013.

**INITIATIVE 1.2: Assist in the creation of a new Office of Government Ethics and Office of Open Government within the newly created Board of Ethics and Government Accountability.**

The Legal Counsel Division will work with the recently confirmed board members of the newly-created BEGA to assist with getting the Office of Government Ethics and the Office of Open Government up and running. At least two sets of rulemakings need to be prepared. The first set of rules will set up the way the Board receives and answers government ethics queries. The second rulemaking will establish the investigatory/prosecutorial functions of the new Office. The second set is expected to be complex insofar as there is no working equivalent currently in the District government. The BEGA will also need assistance with creating the statutorily mandated Governments Ethics Manual, as well as a "best practices" report due to the Council by January 1, 2013. Additional reports concerning recommended changes to the Code of Conduct will also be required. Moreover, the BEGA is required to assume from OAG the financial disclosure filings required by District employees by April and May of 2013. Finally, the BEGA will be required to provide ethics training to District employees -- another function currently handled by the Legal Counsel Division. Insofar as the Legal Counsel Division now handles many of the functions that will be assumed by the BEGA, OAG involvement with the transition will be not only important, but necessary. This initiative will be



considered successful if the BEGA and the Office of Government Ethics becomes a fully functioning agency and successfully completes all of its first year statutory requirements. Completion date: September 30, 2013.

**INITIATIVE 1.3: Provide timely and reliable oral and written advice on government and legal ethics.**

During FY 2013, the Legal Counsel Division will assist agency ethics officers and employees throughout District government by providing timely and reliable oral and written advice on government and legal ethics to those ethics officers and District government employees who request it. This initiative will be considered successful if the Legal Counsel Division provides 100 responses to ethics inquiries orally or in writing by the end of the fiscal year. Completion date: September 30, 2013.

**KEY PERFORMANCE INDICATORS — Legal Counsel Division**

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Number of rulemaking projects completed for client agencies.	36	40	39	40	40	41
Percent of written assignments completed by deadline given by client agency, or 30 days if no deadline given.	99%	99%	99.46%	99%	99%	99%
Number of completed written assignment per FTE.	45	53	54.79	53	54	54
Number of high-profile lawsuits directly assisted	15	20	13	15	15	16
Number of written opinions issued to ANCs	17	20	13	15	15	16



## *Office of the Solicitor General*

### **SUMMARY OF SERVICES**

The Office of the Solicitor General manages the District's civil and criminal appellate litigation and practices most frequently before the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the Supreme Court of the United States. The docket includes appeals in a wide variety of civil, family, criminal, juvenile, tax, and administrative cases from trial courts and petitions for review from District agencies.

### **OBJECTIVE 1: Provide affirmative and defensive appellate litigation services for the District of Columbia government.**

#### **INITIATIVE 1.1: Assign cases to attorneys based on general areas of expertise.**

The Office of the Solicitor General will institute a formal process to assign cases to Assistant Attorney Generals (AAG) based on general areas of expertise. There are informal practices already in place to assign appeals to AAGs who have handled prior appeals in that subject matter. Making assignments based on expertise a more formal process will encourage staff to retain and broaden their expertise. This will make staff more likely to do well in appeals in that area, and also allow them to be points of contact for trial attorneys seeking guidance in that area. The initiative will thereby increase our percentage of favorable resolution in defensive appeals cases. Completion date: September 30, 2013.

#### **INITIATIVE 1.2: Recording and reviewing D.C. Court of Appeals oral arguments.**

Oral argument is an important part of appellate litigation. One way to improve the performance of AAGs in oral arguments is to record and review oral arguments presented to the D.C. Court of Appeals, which are streamed live over the internet. Recording oral arguments regularly, requiring AAGs to review them, and having managers also go over at least some recordings with AAGs will improve their skills. The initiative will thereby increase our percentage of favorable resolution in defensive appeals cases. Completion date: September 30, 2013.

#### **INITIATIVE 1.3: Soliciting moot court judges from other divisions.**

Moot courts are an important part of preparing for oral arguments. Procuring volunteer judges from outside the Office of the Solicitor General helps break AAGs out of routines and ensures that someone without prior contact with the case can view the briefs with a fresh perspective. Regularly soliciting volunteer moot courts judges from other divisions will improve moot courts, and also provide a source for judges when attorneys with the Office of the Solicitor General are busy with their own assigned cases. The initiative will thereby increase both our percentage of favorable resolution in defensive appeals cases and the percentage of regular calendar arguments in which a moot court is held. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS — Office of the Solicitor General

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Percent of favorable resolution in defensive appeals cases.	94%	92%	93.15	92%	93%	93%
Percent of regular calendar arguments in which a moot court was held.	100%	100%	100%	100%	100%	100%
Motions for summary disposition filed per FTE	2	2.1	2.83	2.2	2.2	2.3



## *Personnel, Labor and Employment Division*

### **SUMMARY OF SERVICES**

The Personnel, Labor and Employment Division defends agencies in personnel-related matters such as suspensions, terminations for employee misconduct, and reductions in force. The Division also provides training and professional development for all OAG employees in order to more effectively fulfill its mission; hires and maintains excellent and diverse staff through on campus interviews, interviews at job fairs, and traditional acceptance of applications; ensures fairness and diversity in the workplace; processes all discipline grievances; and serves as OAG's chief negotiator on collective bargaining issues for the attorney union.

### **OBJECTIVE 1: Defend District agencies in personnel-related matters.**

#### **INITIATIVE 1.1: Provide agencies with legal advice on how to decrease employment litigation.**

The Office of the Attorney General will prepare a memorandum for at least four of the agencies with the highest volume of litigation to provide legal advice on how to decrease employment litigation based on previous cases. Attorneys will either review proposed adverse personnel actions sent to the section by agencies or develop advice based on cases filed in the current and previous fiscal year to ensure that all applicable procedures have been followed and that the actions are supported by adequate documentation. Completion date: September 30, 2013.

### **OBJECTIVE 2: Hire and retain a highly qualified workforce of attorneys and legal support staff.**

#### **INITIATIVE 2.1: Enhance the quality of the agency's applicant pool.**

In an effort to market the Office of the Attorney General as an elite organization and compete with the private and federal sector to attract top-notch staff, there is a need to enhance the agency's electronic and other marketing material provided to prospective applicants. In addition to local job fairs and recruitment efforts, OAG will focus on a national level to compete with the private and federal sectors to increase OAG's attractiveness to potential applicants at job fairs on the local and national job market. Completion date: September 30, 2013.

#### **INITIATIVE 2.2: Enhance staff morale.**

To promote positive labor management, OAG will sponsor at least one program/event with either its support staff or attorney union each quarter which is designed to promote staff morale and enhance staff retention. Completion date: September 30, 2013.





### KEY PERFORMANCE INDICATORS — Personnel, Labor and Employment Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of attorneys who left the agency.	29	35	37	35	35	35
Number of interns assisting attorneys and staff on an annual basis	256	250	273	250	250	250
Number of in-house training hours taken per legal FTE	33.5	25.00	18.48	25	25	26



## *Public Safety Division*

### **SUMMARY OF SERVICES**

The Public Safety Division enforces District laws and regulations by taking appropriate legal action on behalf of the District of Columbia. The Division initiates legal claims (both criminal and civil) to protect the public and seek restitution where applicable. The Division prosecutes juveniles for various offenses, adults for misdemeanor offenses, and protects neighborhoods through the prosecution of various nuisance property offenses.

### **OBJECTIVE 1: Enforce District laws and regulations by taking appropriate legal action on behalf of the District government.**

#### **INITIATIVE 1.1: Successfully prosecute DUI cases utilizing the District's newly established Alcohol Breath Testing Program.**

The Criminal Section has worked closely with the Metropolitan Police Department and the Office of the Chief Medical Examiner to ensure that the Alcohol Breath Testing Program is fully operational in FY 2013. This initiative will be considered successful if, by the end of FY 13, the Criminal Section obtains DUI convictions utilizing admissible breath test results from the District's newly established Alcohol Breath Testing Program. Completion date: September 30, 2013.

#### **INITIATIVE 1.2: Refer individuals improperly renting a property in the District to the Department of Consumer and Regulatory Affairs.**

During this fiscal year, the Neighborhood and Victim Services Section will initiate referrals to the Department of Consumer and Regulatory Affairs when it is discovered that individuals are improperly renting their units without a basic business license. The purpose of this initiative is to ensure that the proper licensing fees and taxes are paid to the District of Columbia. Successful completion of the initiative will be at least 20 cases referred during FY 2013. Completion date: September 30, 2013.

#### **INITIATIVE 1.3: Expand eligible juvenile case referrals to the Family Court Juvenile Behavioral Diversion Court to include status offenses.**

The Family Court initiated a Mental Health Calendar to help ensure that juvenile respondents with mental health issue receive services. During FY 2013, the Juvenile Section will expand case referrals to include status offenses, as appropriate. 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 12% of the eligible cases, including the status offenses. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS — Public Safety Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of nuisance property prosecutions	11	15	13	15	15	15
Juveniles referred for rehabilitation	89%	90%	85.07%	90%	90%	90%
Successful criminal cases per FTE	72	65	60.84	65	65	66



## *Agency Management Division*

### **SUMMARY OF SERVICES**

The Agency Management Division provides leadership and overall supervision, coordination, and guidance to the entire office, including the legal services provided through the General Counsels to the various subordinate Mayoral agencies. The Agency Management Division also serves as the infrastructure of the agency by providing logistical and operational support as well as information technology, financial, human resources, customer service and investigative support.

**OBJECTIVE 1: The objective of the Agency Management Division is to guide and support the legal divisions of the office.**

**INITIATIVE 1.1: Ensure that litigating divisions receive regular oversight and guidance on high-profile matters that could potentially affect the District of Columbia Government or city residents fiscally, politically, or from a policy standpoint.**

To improve the likelihood of a favorable outcome in high-profile matters, the Immediate Office will maintain regular communication with the litigating divisions of the OAG to discuss any high-profile matters that may impact the District of Columbia Government and its residents and devise strategies to ensure a successful outcome or mitigate risk. Completion date: September 30, 2013.

**INITIATIVE 1.2: Implement cross-divisional team to more efficiently respond to Intra-Net Quorum (IQ) Ask the Director (ATD) inquiries.**

The Customer Service Unit will work collaboratively with each legal division of the OAG to ensure that it responds to inquiries from the public within two business days. This initiative will provide the public with timely information about the OAG's operations to promote positive, professional interactions with the public. Completion date: September 30, 2013.

**INITIATIVE 1.3: Ensure that all investigators are trained on the service of civil summonses.**

To improve the litigators' ability to successfully defend or prosecute legal matters, the Investigations Section will ensure that all investigators receive training on the service of civil summonses. The training will include information on the limits of their authority and the use of information technology and other tools to increase the likelihood of locating a witness. Completion date: September 30, 2013.



### KEY PERFORMANCE INDICATORS — Agency Management Division

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Number of case/matter review meetings with senior staff	NA	NA	NA	8	12	15
Percentage of IQ responses sent within two business days	NA	NA	NA	90	92	95
Number of summons served per FTE	NA	NA	NA	215	221	230