



FY 2014 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. 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.

PERFORMANE PLAN DIVISIONS

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



Agency Management

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

INITIATIVE 1.1: Oversight initiative.

The Agency Management Division will participate in monthly senior staff meetings, labor-management partnership meetings, bi-weekly meetings with litigating divisions and review six-week agency counsel written updates to ensure that all divisions and the agency counsel offices receive the legal, policy, administrative and financial support they need to carry out their respective mandates for the government and, where appropriate, the public, in the manner that is consistent with the agency's broader responsibilities in the city government. The measure will be successful if by the end of the fiscal year the agency successfully completes 75% of the KPIs for all divisions.

Completion date: September 30, 2014.

INITIATIVE 1.2: Modify system for processing United States mail received to more efficiently respond to inquiries.

The volume of mail that OAG receives has steadily increased each fiscal year. The Customer Service Unit will refine its system for processing mail received through the United States Postal Service to timely process the increased volume of mail received. **Completion date: September 30, 2014.**

INITIATIVE 1.3: Implement process to increase number of subpoenas and summonses served on difficult or complex matters.

OAG's ability to prevail in litigation heavily depends on proper service of process to opposing parties and witnesses. In matters where the witness evades service or is difficult to locate, investigators must creatively seek methods to effect service. This initiative will develop a protocol to methodically search for the opposing party or witness by utilizing a combination of technology, social media and cutting-edge interview techniques. **Completion date: September 30, 2014.**



KEY PERFORMANCE INDICATORS – Agency Management

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of case/matter review meetings with senior staff	N/A ²	8	NA ³	12	15	20
Percentage of US Mail processed within one business day	N/A ⁴	90	96.89	92	95	97
Number of summons serviced per FTE	N/A ⁵	215	289	70 ⁶	75	80

¹ Data as of June 30, 2013.

² The agency management division was not captured in the FY 2012 performance plan.

³ NA denotes that these are either yearly or new measures which have not yet been collected during the fiscal year.

⁴ The agency management division was not captured in the FY 2012 performance plan.

⁵ The agency management division was not captured in the FY 2012 performance plan.

⁶ The KPI Manager web interface is set up to report numbers quarterly. The amount chosen as the goal (70) is for the quarter, rather than as a yearly number, as previously expressed. Therefore, this is an increase over prior year goals.



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 project to assess whether noncustodial parents [NCPs] have ability to pay past due (arrears) child/medical support obligations.

The expected outcome of the pilot program is to improve the District's arrears collection performance. In Phase I of the pilot CSSD will implement a project that will gather information to assess NCP's ability to pay. The pilot will focus on the NCP's salary, employment history, contact information, etc. The staff will receive training on procedures to complete case assessment. In Phase II of the Pilot will use the data collected to develop and implement strategies/techniques to increase number of cases paying past due child support. The Pilot will be successful if the number of cases paying towards arrears increases by 1 percent. **Completion date for Phase I: September 30, 2014. Completion date for Phase II: September 30, 2015.**

INITIATIVE 1.2: Design, Develop, Test, and Implement an iPad Wireless Application to assist each Litigation team in court while seeking to establish, enforce, and or modify child support orders.

The expected outcome of the pilot program is to improve the District's litigation performance and court order ratio. The business objectives for this project are to create a mobile web application which can be accessed via an iPad from a court room via secure wireless connectivity. The functional objectives are to allow for viewing of case information from the court room such as demographic information, summons tracking, financial obligations/court orders, enforcement actions, and case notes. This effort will reduce the need for hard copy case files, promote the use of electronic technology (go green initiatives), and increase the litigation efforts by providing real-time access to data. The Goal of the iPad Application is to increase the court order ratio by 3 percent of the FY2013 actual. **Completion date: September 30, 2014.**

INITIATIVE 1.3: Implement a Data Base of all partnered programs that provide services to customers.

To improve case management by creating an advanced data management system that will facilitate a schema and corresponding system of data. The data base will consist of organization and agencies that Child Support Services Division (CSSD) has established formal relationships with (i.e. Memorandum of Agreement,(MOA), Memorandum of Understanding (MOU) or letter of Commitment). The data base will contain organizations, agencies and their services that will expand the scope of services delivered



to customers. The data base will be utilized by CSSD staff to offer customers services that will assist them in becoming more resourceful. The data base will allow CSSD to adapt a more holistic approach of addressing barriers that hinder Non-custodial parent from paying their obligations (i.e. employment, literacy, mental health and substance abuse etc...). CSSD's goal is to establish fifty (50) formal partners to have available in the data base. The initiative will thereby increase staff's ability to identify and refer customers to customer-focused services that can improve the reliability of child support payments, particularly for low-income families. The development of this project will begin on March 1, 2014. **Completion date: September 30, 2014**

INITIATIVE 1.4: Implement and Distribute an Electronic Newsletter for all Primary Stake holders that provide services to CSSD's customers.

The Newsletter will enhance the flow of information and ideas shared from one service provider to another. The Electronic Newsletter will be used to inform service providers of the milestones accomplished by CSSD customers; existing services that each provider offers as well as, new products and services that may become available. The Newsletter will be delivered electronically to organizations, agencies, and service providers that CSSD has established formal relationships with. The goal is to disseminate The Electronic Newsletter on a quarterly basis's. This initiative will create an instrument that will be used to create a tightly woven net between the services offered to facilitate an assurance of participates successful articulation of services provided.

Completion date: September 30, 2014

KEY PERFORMANCE INDICATORS — Child Support Services Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ⁷	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Paternity establishment percentage	90	87.5%	NA	88%	89%	90
Number of non-custodial parents enrolled in employment services program ⁸	18	260	NA	19	20	380 ⁹
Number of parents newly registered to access their online payment histories	1,447	1,550	848	1600	1625	1,650
Number of child support orders established.	1,744	2350	845	1900	1900	1,925

⁷ Data as of June 30, 2013.

⁸ IN FY 2012, the method of counting enrolled parents was changed to include only those in the EDSI program.

⁹ Depends on available funding and existing resources of community based organizations.



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 of additional targeted review of high profile/high exposure civil cases to consider further strategy for proceeding.

During FY 2014, the Civil Litigation Division (CLD) will implement a system of targeted review of high profile and/or high exposure cases by one or more CLD supervisors or outside pro bono counsel in addition to the trial team and supervisor assigned to the matter. The initiative is designed to provide a fresh assessment of cases that may pose significant risk for the District to determine whether other strategies may usefully be employed to improve the District's position in litigation or settlement. This also will facilitate the preparation of CLD's portion of the Contingent Liability Report, an extensive report that OAG prepares for its auditors, in which the Division must identify cases in which there is a reasonable likelihood of exposure in excess of \$200,000. This Initiative will be successful if, during the 4th quarter, 10% of CLD's high profile/high exposure cases have been subject to this targeted review. **Completion date: September 30, 2014.**

Initiative 1.2: Implement a brief bank for collection of sample CLD filings in the Superior Court and the District of Columbia Court.

During FY2014, the Civil Litigation Division (CLD) will implement a brief bank to enable CLD attorneys and paralegals to locate more efficiently the work product of the Division on various recurring legal issues. The brief bank will be coded by issue and searchable. This initiative will improve the ability of CLD attorneys to construct persuasive legal arguments on behalf of the District. The initiative will be successful if, during the 4th quarter of 2014, 40% of CLD's briefs have been loaded into the brief bank. **Completion date: September 30, 2014.**

Initiative 1.3: Implement a database to maintain deposition transcripts of expert witnesses whose depositions have been taken or defended by CLD attorneys and Rule 30(b)(6) witnesses (designated District representatives) whose depositions have been defended by CLD.

During FY 2014, the Civil Litigation Division (CLD) will implement a database to collect and maintain deposition transcripts of expert witnesses whose depositions have been taken or defended by CLD attorneys and Rule 30(b)(6) witnesses (representatives of the District and its agencies) defended by CLD attorneys. This initiative will assist CLD attorneys in locating experts and in preparing to cross examine experts retained by opposing counsel. Because of the recurring nature of many of the issues in CLD cases,



experts also appear on multiple occasions. Thus a database will assist in preparation of cases for trial or resolution. With respect to maintaining the transcripts of District representatives, again, a database will assist attorneys in determining prior positions taken by the District on an array of issues. Such information is important for a vigorous defense of the District. The initiative will be successful if, during the 4th quarter of 2014, 25% of CLD's expert and 30(b)(6) deposition transcripts have been loaded into the database. **Completion date: September 30, 2014.**

KEY PERFORMANCE INDICATORS – Civil Litigation Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹⁰	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of civil litigation closed cases	989	330	546	350	375	400
Number of closed Public School System Special Education cases closed per attorney FTE	106	5	7.5	6	7	8

¹⁰ Data as of June 30, 2013.



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 in the areas of tax collection, real property and other commercial transactions, economic development, and municipal finance.

INITIATIVE 1.1: Provide Training to the Zoning Commission and the Board of Zoning Adjustment.

During FY 2014, in conjunction with the Office of Zoning, the Commercial Division will provide training to the members of the Zoning Commission and Board of Zoning Adjustment on providing great weight to the advice of an affected Advisory Neighborhood Commission, the burden of proof for granting variance relief, the standard for granting party status requests in contested cases, and the effect of recent amendments to the two bodies rules of procedures. This will help achieve greater efficiency and transparency in how those bodies conduct their hearings and meetings. Ultimately, this will inure to the benefit of the Commercial Division's Land Use & Public Works Section by aiding it in timely completing its legal sufficiency reviews and the Office of the Solicitor General in defending petitions to review Commission Board Orders. This initiative will be considered successful if at least three of the five members of the Commission and the Board attend.

Completion date: September 30, 2014.

INITIATIVE 1.2: Acquire more properties through tax sales for the Department of Housing and Community Development to develop and return to the tax rolls.

During FY 2014, the Commercial Division will, in conjunction with DHCD and OTR, file a larger number of tax sale foreclosure actions on tax sale "bid-off" properties for either collection of outstanding real property taxes or acquisition of title to such 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 tax sale foreclosure actions filed on bid-off properties acquired by the District in FY 2013 exceeds by 25% the average number of tax sale foreclosure actions filed in each of the preceding five fiscal years.

Completion date: September 30, 2014.



INITIATIVE 1.3: Provide litigation training to OTR Real Property Tax Administration and DCRA Vacant Property personnel to improve the District’s ability to defend its real property tax assessments and classifications in challenges brought in the Superior Court’s Tax Division.

During FY 2014, the Commercial Division will implement Rule 30(b)(6) and Rule 26(b)(4) deposition and trial witness preparation programs comprised of at least three sessions for client agency personnel at the Office of Tax and Revenue and Department of Consumer and Regulatory Affairs with respect to real property tax assessment and real property classification Superior Court cases, respectively, to improve the District of Columbia's ability to defend the District's real property tax assessments and classifications. This initiative will be considered successful if at least three witness preparation sessions are facilitated and total attendance is not fewer than 75% of prospective client-agency witnesses.

Completion date: September 30, 2014.

KEY PERFORMANCE INDICATORS — Commercial Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹¹	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of Legal Sufficiency reviews performed by Land Use and Public Works Section completed timely	84.8% (106/125)	87.5%	77.45%	88%	89%	89%
Percent of Real Estate Transactions Section transactional documents prepared and/or reviewed for legal sufficiency within 60 days	96.86% (986/1018)	95%	98.85%	19	20	96.5%
Number of litigation successes by the Tax and Finance Section per FTE	19.17 (57.5/3FTE)	4	5.13	4.5	5	22
Percent of litigation success by the Land Acquisition and Bankruptcy Section	98.65% (36.5/37)	95%	100%	96%	96%	94%
Percent of Procurement Section non-emergency procurement reviews completed within 60 days	97.14% (34/35)	95%	96.3%	96%	96%	96%

¹¹ Data as of June 30, 2013.



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. The Mental Health Section will hold community forums 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 2014.**

INITIATIVE 1.2: Participate in RED Team Meetings focusing on CFSA hotline referrals.

During FY 2014, the FSD Child Protection Section will participate in the DC Child and Family Services Agency's (CFSA) Hotline RED (Review, Evaluate and Direct) Team Meetings. CPS will serve as one of the partners in the consultation and information sharing framework, implemented by CFSA, to review abuse and neglect referrals to the CFSA hotline. The purpose of the RED Team Meeting is to organize available information and evidence on risk and protective factors, and direct a comprehensive, balanced assessment of risk and service outcomes while promoting child safety, well being and permanency. The initiative will be considered successful upon CPS participating in 90% of RED Team Meetings. **Completion date: September 2014.**

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

During FY 2014, FSD 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 2014**

KEY PERFORMANCE INDICATORS — Family Services Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹²	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
% of favorable resolution in all cases which reach adjudication in the division.	95%	95%	98.5%	95.5%	96%	96%
% of children whose first permanency hearing is held within 12 months of the child's entry into foster care.	96%	92%	94.67	92.5%	93%	93%
% of cases filed for termination of parental right by the Child Protection Sections within 45 days of the child's goal becoming adoption.	92%	91.5%	94.34%	92%	92.5%	93%
Successfully resolved criminal contempt motions handled by the Domestic Violence Section per FTE per quarter.	5.55	4.75	4.56	4.75	4.75	4.75

¹² Data as of June 30, 2013.



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 efficiency and responsiveness by providing training to attorneys directly involved with the District's rulemaking process.

The rulemaking process can be difficult to navigate in a timely manner without proper training. In FY2014, the Legal Counsel Division will draw on its significant expertise in rulemaking to conduct at least two agency-wide training sessions. These sessions will examine rulemaking mechanics and procedures, explaining the substantive legal review procedure, the policy review process, the statutory requirements of the District's Administrative Procedures Act, and emerging issues. This initiative will be considered successful if, by the end of the fiscal year, 40 agency counsels have completed the training. **Completion date: September 30, 2014.**

INITIATIVE 1.2: Assist in the implementation of revised Certified Business Enterprise laws and regulations.

The Mayor has proposed legislation to improve employment opportunities for District residents by revising and modernizing the District's Certified Business Enterprise laws. The Legal Counsel Division will support this effort by providing drafting and research assistance for the proposed legislation and any revised drafts needed after public hearings or comments, and it will expedite legal sufficiency review of any emergency or temporary legislation. The Legal Counsel Division will also provide expedited review and drafting assistance for any emergency or proposed rulemakings that any new legislation requires. This initiative will be considered successful when all of the first year statutory requirements are completed. **Completion date: September 30, 2014.**

INITIATIVE 1.3: Coordinate with the Board of Ethics and Government Accountability (BEGA) and the Office of Partnerships and Grants Services (OPGS) in providing timely and reliable oral and written ethics advice.

The Legal Counsel Division provided significant assistance to BEGA in its initial year of operation. In FY2014, the Legal Counsel Division will coordinate with BEGA to assist agency ethics officers and employees throughout District government by (1) providing timely, reliable oral and written advice on government ethics to those District ethics



officers and employees who request it, and (2) assisting District agencies and employees to comply with the new financial disclosures requirements enforced by BEGA. The Legal Counsel Division will also coordinate with OPGS in approving agency requests to accept donations and in screening for conflicts of interests. This initiative will be considered successful if the Legal Counsel Division provides 100 responses to ethics, financial disclosure and donation inquiries orally or in writing by the end of the fiscal year. Completion date: September 30, 2014.

KEY PERFORMANCE INDICATORS – Legal Counsel Division

Measure	FY2012 Actual	FY2013 Target	FY2013 YTD ¹³	FY2014 Projection	FY2015 Projection	FY2016 Projection
Number of rulemaking projects completed for client agencies.	39	40	43	40	40	40
% written assignments completed by deadline given by client agency, or 30 days if no deadline given.	99.46%	99%	99.12%	99%	99%	99
# completed written assignments per FTE per quarter	20	N/A ¹⁴	12	NA	NA	N/A
# of ANC legal questions addressed	13	15	11	30 ¹⁵	30	30

¹³ Data as of June 30, 2013.

¹⁴ No data reported after FY 2012 as this performance measure is no longer tracked.

⁴ This goal is being raised significantly to reflect the expanded range of the measurement.



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: Promote provision of training by Office of the Solicitor General attorneys.

The Office of the Solicitor General includes many highly experienced and skilled attorneys. Their experience and skill make them natural candidates for providing training to attorneys from the greater Office of the Attorney General, both in matters directly related to appellate litigation and in matters only indirectly related. Providing training will lead to improved performance by all attorneys, and help the Office of the Solicitor General by promoting good trial work, which makes decisions easier to defend on appeal. Thus, Office of the Solicitor General managers will encourage attorneys to provide training, and thereby increase our percentage of favorable resolution in defensive appeals cases. The initiative will be successful if Office of the Solicitor General attorneys provide at least three training sessions to other members of the Office of the Attorney General within the measurement period. **Completion date: September 30, 2014.**

INITIATIVE 1.2: Identifying advanced training materials for Office of the Solicitor General attorneys.

The Office of the Solicitor General includes many highly experienced and skilled attorneys. Because they are already advanced, appropriate training for the unique skills involved in appellate litigation can be difficult to identify. There are, however, an increasing number of books by notable specialists that would be useful for those already skilled in these matters to hone these skills further. Thus, Office of the Solicitor General managers will identify good training books and encourage attorneys to satisfy their training-hour requirements using these specialized books, and thereby increase our percentage of favorable resolution in defensive appeals cases. The initiative will be successful if Office of the Solicitor General attorneys are referred at least three sets of advanced training materials within the measurement period.

Completion date: September 30, 2014.

INITIATIVE 1.3: Leveraging technical expertise.

Appellate litigation involves many sets of skills, including the use of computers to prepare and finalize briefs and work with documents. Different attorneys with the Office of the Solicitor General have different skills—for instance, they know different methods for using computers efficiently for their particular tasks. The Office of the Solicitor



General will have informal sessions (such as “tech tip” sessions) periodically to leverage and disseminate attorneys’ knowledge, so everyone can become as technically proficient as possible. This will make work more efficient and allow more time for substantive matters, and thereby increase our percentage of favorable resolution in defensive appeals cases. The initiative will be successful if the Office of the Solicitor General holds at least three informal sessions for sharing technical knowledge within the measurement period.
Completion date: September 30, 2014.

KEY PERFORMANCE INDICATORS — Office of the Solicitor General

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹⁶	FY 2014 Projection	FY 2015 Projection	FY 2015 Projection
Percent of favorable resolution in defensive appeals cases.	93.1%	92%	95.11%	92.5%	93%	93.1%
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	11.3	2.2	2.21	2.2	2.2	3

¹⁶ Data as of June 30, 2013.



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 training on how to avoid most litigated mistakes in the employment area.

The Personnel Labor Relations Section will provide four trainings to agencies on how to manage employment decisions that lead to discipline and litigation at the administrative level. The initiative will be considered successful if all four training sessions are completed before the end of the fiscal year. **Completion date: September 30, 2014.**

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

INITIATIVE 2.1: Enhance OAG's Professional Development Program and Provide on Demand Public and Private Sector Professional Development Both In-House and Electronically by Making at Least Eight New Courses Available in FY14.

In an effort to attract and retain both experienced and new lawyers, PLED will enhance its professional development program by providing state of the art and innovative programs both in-house and on demand that are designed to introduce staff to new areas, assist them with completing their day to day tasks and broaden their knowledge base to areas that are easily transferable to other OAG divisions. The initiative will be considered successful if the average number of CLE hours taken per attorney FTE increases by 4%. **Completion date: September 30, 2014**

INITIATIVE 2.2: Enhance OAG's Relationship With its Labor Organizations

To promote positive labor management, OAG will partner with its two labor organization to provide one joint program per quarter designed to improve moral and labor relations. The initiative will be a success if there are at least four joint programs during the fiscal year. **Completion date: September 30, 2014.**



KEY PERFORMANCE INDICATORS — Personnel, Labor and Employment Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹⁷	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of attorneys who left the agency.	37	35	NA	34	33	31
Number of interns assisting attorneys and staff on an annual basis	273	250	NA	250	250	250
Number of in-house training hours taken per legal FTE	18.4	25	NA	25	25.5	18.5

¹⁷ Data as of June 30, 2013.



Public Interest Division

SUMMARY OF SERVICES

The Public Interest Division initiates litigation to collect debts owed the District of Columbia, brings cases to protect the rights of District consumers and residents, and defends equitable law suits alleging constitutional violations, including challenges to agency regulations, practices and procedures.

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

INITIATIVE 1.1: Increase civil enforcement actions and collection efforts in Unemployment Insurance Compensation cases.

The Department of Employment Services (DOES) has identified potentially hundreds of cases involving persons who have fraudulently obtained unemployment insurance compensation. To support its mission to protect the public and collect funds owed to the District, the Civil Enforcement Section (CES) will collaborate with DOES to appropriately staff the prosecution of these cases. CES intends to accomplish this by meeting with DOES and entering into a Memorandum of Understanding to secure the funds to hire the staff necessary to appropriately prosecute the cases expected to be referred in FY14. Completion Date: September 30, 2014.

INITIATIVE 1.2: Stimulate public and governmental reporting of law violations to the Public Advocacy Section by enhancing relevant areas of OAG's website.

The Public Advocacy Section of the Public Interest Division will develop new content for OAG's website pertaining to the following enforcement areas: civil false claims, consumer protection, antitrust, charities, and tobacco. The new content will include information and materials designed to assist government officials, consumers, attorneys, advocacy groups, whistleblowers, and other informants in making appropriate referrals of potential public protection matters. 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, 2014.

INITIATIVE 1.3: Increase collaboration and exchange of information among attorneys and staff.

The Equity Section of the Public Interest Division will increase the number of section meetings, allowing for greater collaboration among attorneys and staff in defending cases. Discussions of relevant case law affecting the District's defense will be discussed in detail, along with any legal issues of particular difficulty facing attorneys in individual cases. More regular meetings will promote the exchange of information and ideas necessary to more efficiently dispose of cases on motion. Successful completion of this initiative will result in at least five section meetings per fiscal year. **Completion date: September 30, 2014.**



KEY PERFORMANCE INDICATORS — Public Interest Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹⁸	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Dollar amount collected by the Civil Enforcement Section per Attorney FTE	123,843.70	130,000	158,403	135,000	137,500	138,000
Dollar amount collected by the Public Advocacy Section excluding Tobacco Settlement	2,673,005.88	2,700,000	6,668,976	2,750,000	2,800,000	3,000,000
Number of Closed Cases in the Equity Section	84	60	42	60	60	84

¹⁸ Data as of June 30, 2013.



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 newly established Alcohol Breath Testing Program for the United States Capitol Police.

The Criminal Section has worked closely with the United States Capitol Police (USCP) and the Pretrial Services Agency to ensure that the new Alcohol Breath Testing Program is fully operational in FY 2014. The purpose of this initiative is to further the goal of protecting the public from drunk drivers through successful prosecutions. This initiative will be considered successful if, by the end of FY 14, the Criminal Section obtains DUI convictions utilizing admissible breath test results from USCP's newly established Alcohol Breath Testing Program. **Completion date: September 30, 2014.**

INITIATIVE 1.2: Refer drug/firearm nuisance cases to the District of Columbia Housing Authority, where tenants (or non-tenants) are involved in maintaining or permitting such nuisance in public housing.

During this fiscal year, the Neighborhood and Victim Services Section will initiate referrals to the District of Columbia Housing Authority when it is discovered that individuals are maintaining or permitting drug and/or firearm nuisances within their rental units. The purpose of this initiative is to ensure that public safety is maintained in public housing in the District of Columbia. Successful completion of the initiative will be at least 15 cases referred during FY 2014. **Completion date: September 30, 2014.**

INITIATIVE 1.3: Immediately connect juveniles identified as potential victims of human trafficking with service providers.

The Juvenile Section routinely identifies juvenile offenders who may be victims of exploitation as a result of human sex trafficking. The Juvenile Section has worked with several partners, including service agencies and the U.S. Attorney's Office to address the issue at all levels, including the prosecution of adult pimps. During FY 2014, the Juvenile Section will expand case referrals for human trafficking victims to service providers as appropriate. The purpose of this initiative is to further the goal of ending human trafficking in the District while simultaneously linking victims of trafficking to services. Such referrals have a collateral affect of protecting public safety, as many of the juveniles provide information to the U.S. Attorney's Office on the traffickers. Successful completion of this initiative will be an overall referral rate of 90% of the eligible Soliciting Prostitution cases to service providers.

Completion date: September 30, 2014



KEY PERFORMANCE INDICATORS — Public Safety Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹⁹	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of nuisance property prosecutions	15	15	8	15	15	15
Juveniles referred for rehabilitation	90	90	83.44%	90	90	90
Successful criminal cases per FTE	65	65	42.83	60	60	60

¹⁹ Data as of June 30, 2013.