

**PUBLIC OVERSIGHT HEARING
ON THE
THE CHIEF FINANCIAL OFFICER AND HIS PLANS FOR THE CITY**

**Before the
Committee on
Finance and Revenue**

The Honorable Jack Evans, Chairman

**Monday, October 20, 2014, 11:00 a.m.
Council Chambers, Room 500**



**Testimony of
Jeffrey S. DeWitt
Chief Financial Officer
Government of the District of Columbia**

Good morning, Chairman Evans and members of the Committee on Finance and Revenue. I am Jeff DeWitt, Chief Financial Officer of the District of Columbia. I am pleased to appear before you today to testify on the Office of the Chief Financial Officer's (OCFO) Strategic Plan. Seated with me is Angell Jacobs, Deputy CFO and Chief of Staff. We are also joined by the entire executive team of the OCFO who will assist in answering any questions that the Committee may have. Thank you for the opportunity to share the details of our plan today.



District of Columbia



Office of the Chief Financial Officer
**STRATEGIC
PLAN**
2014

*ENHANCING FISCAL AND
FINANCIAL STABILITY,
ACCOUNTABILITY AND
INTEGRITY OF THE
GOVERNMENT OF THE
DISTRICT OF COLUMBIA*

Jeffrey S. DeWitt
Chief Financial Officer



District of Columbia

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Overview

The Strategic Plan:

- Establishes priority areas of focus for the OCFO and identifies specific measures that can be taken to further improve the office
- Provides accountability to perform at the highest levels and establishes a “roadmap” to achieve “best in class” status in all areas of operation
- Is the result of feedback and a full assessment of the areas to be improved



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Role of the OCFO

The Independent Office of the Chief Financial Officer:

- Certifies budgets are balanced and financial statements are fairly represented
- Provides independent revenue estimates
- Monitors revenues and spending
- Evaluates fiscal impacts of all legislation
- Reviews all economic development projects
- Issues all debt, manages all investments, and oversees credit ratings
- Oversees tax collections and lottery
- Manages financial personnel (budget, accounting and payroll functions) in all agencies



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Strategic Objectives

7 Strategic Objectives:

1. Improve Customer Service
2. Create a Culture of Continuous Improvement
3. Improve Transparency and Quality of Information
4. Effectively Manage Risk and Prevent Fraud
5. Implement Quality Financial Systems
6. Develop, Attract, and Retain High Quality Employees
7. Manage a Fair and Equitable System to Fully Collect District Revenues



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24 Strategic Initiatives

1 **Implement a Modernized Integrated Tax System (MITS) to replace the current tax system**

2 **Implement a new telephone system in the Office of Tax and Revenue to improve customer service**

3 **Develop comprehensive customer service training program for all OCFO staff**

4 **Enhance current practices to strengthen internal controls and ensure compliance**

5 **Improve District-wide vendor payment process to ensure more efficient and timely payments by all agencies**

6 **Implement a long-range (15-20 year) capital financing plan for the District**

7 **Implement a new enterprise-wide financial reporting, accounting and budgeting system and enhance availability of information to the public**

8 **Create comprehensive community outreach program for regular feedback**



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24 Strategic Initiatives (con't)

9

Implement a program for continuous improvement based on employee-driven process improvement teams

13

Develop an educational program on commercial real property assessments for taxpayers

10

Complete an external "best practices" review of all DC Lottery activities and expand base for retail products

14

Upgrade income tax policy analysis and forecasting models

11

Implement improved process to notify seniors of property tax credit

15

Improve usability and usefulness of information on OCFO website

12

Review current debt and investment systems and strategies to minimize cost and maximize revenues within debt and investment policies

16

Implement online process to receive clean-hands compliance notices



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24 Strategic Initiatives (con't)

17

Implement tools to protect taxpayer identity and reduce fraud

18

Implement a formal municipal bond investor outreach program

19

Improve the timeliness and availability of grant information to agencies

20

Expand external recruiting through partnerships with local universities, career centers, and professional associations

21

Modernize financial and accounting systems at United Medical Center (UMC)

22

Modernize payment operations across the District

23

Continue and enhance OCFO Ethics Training

24

Improve the quality of financial information available to the public by integrating related information from other District agencies (DOES, DCRA, etc.)



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Summary

- Seven Strategic Objectives provide the areas of focus for the multi-year Strategic Plan
- 24 Strategic Initiatives provide the specific high level work plans that are planned to improve the key areas
- Next steps include development of metrics (key performance indicators) to ensure results are measured and detailed work plans to ensure accountability and timely completion
- A comprehensive public and community outreach program will be developed to provide the guidance to regularly adjust the Plan to ensure it addresses issues of the District



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Questions, comments, or suggestions can be emailed to ocfostrategicplan.ocfo@dc.gov.